

From:
Sent: December 4, 2020 5:55 AM
To: ++Executive Services - Services aux cadres supérieurs@ADM(HR-Civ). DCES@Ottawa-Hull
Cc: Lamothe A@ADM(HR-Civ). DCES@Ottawa-Hull;
info@knockri.com
Subject: Tr: Votre demande du ministère de la Défense nationale
(Canada): Résultats de l'évaluation vidéo
Attachments: Rapport d'évaluation vidéo -

Madame, Monsieur,

Page 2

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19(1), 22

**of the Access to Information Act
de la Loi sur l'accès à l'information**

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19(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

Envoyé: mercredi 2 décembre 2020 à 20:24

De: "Department of National Defence (Canada) Recruitment" <no-reply-recruitment@knockri.com>

À:**Objet:** Votre demande du ministère de la Défense nationale (Canada): Résultats de l'évaluation vidéo**Bonjour**

Merci d'avoir compléter notre évaluation numérique pour les divers postes de directeur(trice) au Ministère de la défense nationale, processus no 20-MDN-EA-EX-467454. Comme mentionné dans une communication précédente, veuillez trouver votre rapport de commentaires personnalisé en pièce jointe.

L'équipe des services aux cadres supérieurs

Direction des services aux cadres supérieurs civils (DSCSC)

Ministère de la Défense nationale / Gouvernement du Canada

Besoin d'aide? Vous avez des questions ou des commentaires à partager avec nous?

Si vous avez besoin d'une assistance technique, avez des questions supplémentaires ou souhaitez partager des commentaires sur votre expérience, veuillez contacter l'équipe d'assistance à l'adresse suivante: support@knockri.com

From: Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull
Sent: December 4, 2020 9:10 AM
To:
Cc: ++Executive Services - Services aux cadres supérieurs@ADM(HR-Civ) DCES@Ottawa-Hull
Subject: RE: - DND EX-01
Selection Process

Good morning

Firstly, thank you for your valuable feedback and participation in this process.

We are coordinating to support you with your accommodation request for a traditional interview with a human Board. This will provide you with a second opportunity to demonstrate the Key Leadership Competencies required to qualify at EX-01 group and level at DND. Further details will be provided to you soon.

Regards,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale
anik.lamothe@forces.gc.ca

From:
Sent: December 2, 2020 8:03 AM
To: Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull
Subject: Re: - DND EX-01 Selection Process

Good morning,

I am hoping to receive a response to this soon.

Thank you for your continued understanding.

Regards,

On Fri, Nov 27, 2020 at 6:48 PM

wrote:

Good Day,

----- Forwarded message -----

From: **Department of National Defence (Canada) Recruitment** <no-reply-recruitment@knockri.com>

Date: Fri, Nov 27, 2020 at 6:29 PM

Subject: Your Department of National Defence (Canada) Job Application

To:



Dear

Thank you for completing our digital assessment for the Various Director Positions at the Department of National Defence, process # 20-DND-EA-EX-467454.

The assessment evaluated your demonstration of Key Leadership Competencies as part of the Executive Group Qualification Standard established for federal public service executives and senior leaders.

In support of our commitment to provide you with a positive candidate experience and equip you for future assessment opportunities, you will be provided with personalized feedback via email by end of day (EOD) Thursday December 3rd

2020, which will provide additional information on your performance as well as provide recommendations to support you on future assessment opportunities.

We want to express our appreciation for the interest you presented in DND's EX-01 Employment Equity - Visible Minority Recruitment Campaign and wish you great success in both your job search and in your next opportunity.

Executive Services Team

Directorate of Civilian Executive Services (DCES)

Department of National Defence / Government of Canada

forces.gc.ca

Need Help? Have questions or feedback to share with us?

If you require technical support, have any additional questions or would like to share feedback about your experience please contact the Support Team at: support@knockri.com

From:
Sent: December 4, 2020 4:15 PM
To: [Lamothe.A@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull); ++Executive Services - [Services aux cadres supérieurs@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Services.aux.cadres.superieurs@ADM(HR-Civ).DCES@Ottawa-Hull)
Subject: RE: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Excellent! Thank you!
I sincerely appreciate the investment that you are making. I look forward to hearing from you.

Regards,

Sent from [Mail](#) for Windows 10

From: ANIK.LAMOTHE@forces.gc.ca <ANIK.LAMOTHE@forces.gc.ca>
Sent: Friday, December 4, 2020 3:29:08 PM
To: ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca <ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca>
Subject: RE: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Hello

After careful review of your situation we would like to extend the opportunity to showcase yourself within this EX-01 assessment process.
Therefore, we are coordinating to support you with your accommodation for a traditional interview with a human Board. This will provide you with a second opportunity to demonstrate the Key Leadership Competencies required to qualify at EX-01 group and level at DND. Further details will be provided to you soon.
Regards,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale
anik.lamothe@forces.gc.ca

From:
Sent: December 4, 2020 12:45 PM
To: Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; ++Executive Services - [Services aux cadres supérieurs@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Services.aux.cadres.superieurs@ADM(HR-Civ).DCES@Ottawa-Hull) <ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca>

Subject: RE: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Dear Anik Lamothe,

Thank you for your speedy reply.

Sincerely,

Sent from Mail for Windows 10

From: ANIK.LAMOTHE@forces.gc.ca

Sent: Friday, December 4, 2020 11:10 AM

Subject: RE: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Hello

Thank you for your email and your valued comments.

s.19(1)

Thank you kindly,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale
anik.lamothe@forces.gc.ca

From:

Sent: December 4, 2020 10:45 AM

To: Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; ++Executive Services - Services aux cadres supérieurs@ADM(HR-Civ) DCES@Ottawa-Hull <ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca>

Subject: RE: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Importance: High

Good Morning,

Sent from [Mail](#) for Windows 10

A0473780_3-000014

From: ANIK.LAMOTHE@forces.gc.ca

Sent: Wednesday, November 25, 2020 5:56 PM

Subject: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454 DND EX-01 Visible Minority Recruitment Process / processus de recrutement des minorités visibles EX-01 MDN

Importance: High

Good day,

Firstly, we wish to express our appreciation for the interest you presented in DND's EX-01 Employment Equity - Visible Minority Recruitment Campaign.

Various communications were sent to candidates leading up to the Knockri assessment, which included clear timelines and instructions, as well as the candidate's responsibility to inform us of any issues. As we did not receive any communication regarding issues or unavailability to participate in the assessment ahead of time, your request for an extension to complete the assessment is not approved.

Thank you again for your interest and we wish you the best in your future endeavours.

**

Bonjour,

D'abord, nous souhaitons exprimer notre appréciation pour l'intérêt que vous avez manifesté envers la campagne de recrutement EX-01 d'équité en emploi - minorités visibles du MDN.

Plusieurs communications ont été envoyées aux candidats menant à l'évaluation Knockri, qui comprenaient des instructions et des délais clairs, ainsi que la responsabilité du candidat de nous informer de tous problèmes. Comme nous n'avons reçu aucune communication concernant les problèmes ou l'indisponibilité pour participer à l'évaluation à l'avance, votre demande de prolongation pour compléter l'évaluation n'est pas approuvée.

Merci pour votre intérêt et nous vous souhaitons du succès dans vos futurs projets.

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale

From:
Sent: December 4, 2020 6:57 PM
To: info@knockri.com
Cc: [Lamothe A@ADM\(HR-Civ\)_DCES@Ottawa-Hull](mailto:Lamothe_A@ADM(HR-Civ)_DCES@Ottawa-Hull);
Subject: FW: Your Department of National Defence (Canada) Application:
Video Assessment Results
Attachments: Video assessment report -

Categorization: Unclassified

Hello Knokri assessment team team

Page 17

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19(1)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

From: Department of National Defence (Canada) Recruitment <no-reply-recruitment@knockri.com>
Sent: December 2, 2020 8:55 PM
To:
Subject: Your Department of National Defence (Canada) Application: Video Assessment Results

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Hi

We thank you for taking the time to complete the video assessment and expressing interest in the the Various Director Positions at the Department of National Defence, process # 20-DND-EA-EX-467454. As mentioned in an earlier communication, please find your personalized feedback report attached.

Executive Services Team

Directorate of Civilian Executive Services (DCES)

Department of National Defence / Government of Canada

forces.gc.ca

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If you require technical support, have any additional questions or would like to share feedback about your experience please contact the Support Team at: support@knockri.com

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de la Loi sur l'accès à l'information**

From:
Sent: December 3, 2020 10:39 AM
To: Lamothe A@ADM(HR-Civ), DCES@Ottawa-Hull
Subject: Follow up

Hi Anik,

Sent from my Galaxy

s.19(1)

From:
Sent: December 3, 2020 2:46 PM
To: Lamothe A@ADM(HR-Civ) DCEs@Ottawa-Hull
Cc: ++Executive Services - Services aux cadres supérieurs@ADM(HR-Civ) DCEs@Ottawa-Hull
Subject: Fw: Votre demande du ministère de la Défense nationale
(Canada): Résultats de l'évaluation vidéo
Attachments: Rapport d'évaluation vidéo -

Bonjour Madame Lamothe,

----- Message transmis -----

De : Department of National Defence (Canada) Recruitment

À :

Envoyé : mercredi 2 décembre 2020 à 20:28:51 UTC-5

Objet : Votre demande du ministère de la Défense nationale (Canada): Résultats de l'évaluation vidéo



Bonjour

Merci d'avoir compléter notre évaluation numérique pour les divers postes de directeur(trice) au Ministère de la défense nationale, processus no 20-MDN-EA-EX-467454. Comme mentionné dans une communication précédente, veuillez trouver votre rapport de commentaires personnalisé en pièce jointe.

L'équipe des services aux cadres supérieurs

Direction des services aux cadres supérieurs civils (DSCSC)

Ministère de la Défense nationale / Gouvernement du Canada

Besoin d'aide? Vous avez des questions ou des commentaires à partager avec nous?

Si vous avez besoin d'une assistance technique, avez des questions supplémentaires ou souhaitez partager des commentaires sur votre expérience, veuillez contacter l'équipe d'assistance à l'adresse suivante: support@knockri.com

s.19(1)

Ottawa, le 3 décembre 2020

À l'attention du Comité de sélection
du concours n° 20-DND-EA-EX-467454 DND EX-01
Ministère de la Défense nationale

Objet : Contestation des résultats de l'évaluation en ligne et demande de réévaluation

Mesdames, Messieurs,

Page 28

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**of the Access to Information Act
de la Loi sur l'accès à l'information**

From:
Sent: December 3, 2020 6:29 PM
To: [Lamothe.A@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull)
Cc: [++Executive.Services.Services.aux.cadres.superieurs@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:++Executive.Services.Services.aux.cadres.superieurs@ADM(HR-Civ).DCES@Ottawa-Hull)
Subject: Re: CONFIDENTIAL / CONFIDENTIEL - 20-DND-EA-EX-467454
DND EX-01 Visible Minority Recruitment Process / processus
de recrutement des minorités visibles EX-01 MDN
Attachments: 1 - Contestation des résultats de l'évaluation en ligne.pdf; 2 -
Rapport d'évaluation vidéo.pdf; 3 - Transcription de
l'évaluation passée en ligne le 22 novembre 2020.PDF

Bonjour Madame,

En réaction au résultat et à la rétroaction de l'évaluation en ligne que m'a envoyés Knokri dans le cadre du concours mentionné en rubrique, je vous prie de trouver en pièces jointes des documents adressés au Comité de sélection.

Merci.

Le ven. 13 nov. 2020 à 17:52, <ANIK.LAMOTHE@forces.gc.ca> a écrit :

(Le français suit)

Dear candidate,

Thank you again for taking the time to apply to the Department of National Defence's EX-01 Visible Minority Recruitment Process!

We are pleased to inform you that we would like to invite you to advance in our assessment process. Candidates will be asked to participate in the assessment process that leverages both an innovative online assessment platform and virtual interview:

1. Weeks of November 16 and 23rd – Online Assessment: We want to better-understand your skills, capabilities, and experience. To do this, we are leveraging a platform that will capture your video, audio and/or written responses to a series of standardized questions. Please note that this tool looks at your responses in isolation of your personal characteristics, and assesses your responses as they relate to director-level roles within the Department of National Defence.

2. Weeks of December 7 - December 18 - Interview: If your candidacy is retained, we will contact you to meet us virtually so we can get to know you even more. You will meet with some of our senior leaders and hiring managers to further explore alignment between your profile and current opportunities.

***IMPORTANT – Action Required:**

- To support this process, should you choose to continue, your information will be collected and stored by a third-party vendor. Data will be used solely for the purpose of the selection process.

- All data will be stored in accordance with Government of Canada's standards. Your name and e-mail will be stored in the US, Assessment results will be retained and stored in Canada, though your name and e-mail will be stored in the US to gain access to the platform.
- The vendor's terms and conditions are provided within the respective assessment platform, which you will have access to and your data will be deleted once this process is complete.
- **CONSENT:** To proceed with your candidacy, please complete the form at the following link to indicate your consent to the above, **no later than Wednesday November 18 at 12 p.m. EST:** https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt
- Should you consent, you will receive an e-mail invitation to complete the first online assessment on November 19.
- Should you *not* provide consent by the deadline, you are thereby withdrawing your candidacy for this first round of assessments.

We appreciate your patience as we work towards making this a successful recruitment process and we wish you all the best as we move forward. We hope that this will be an engaging, innovative process and look forward to working with you along the journey.

Thank you,

.....

Cher(ère) candidat(e),

Merci encore une fois d'avoir pris le temps de postuler au processus de recrutement des minorités visibles EX-01 du ministère de la Défense nationale!

Nous sommes heureux de vous informer que nous vous invitons à avancer dans le processus d'évaluation. Les candidats seront invités à participer au processus d'évaluation qui tire parti à la fois d'une plateforme d'évaluation en ligne novatrice et d'une entrevue virtuelle :

1. Semaines du 16 et 23 novembre - Évaluation en ligne : Nous voulons mieux comprendre vos compétences, vos capacités et votre expérience. Pour ce faire, nous utilisons une plateforme qui enregistrera vos réponses vidéo, audio et/ou écrites à une série de questions standardisées. Veuillez noter que cet outil examine vos réponses indépendamment de vos caractéristiques personnelles, et évalue vos réponses en fonction des rôles de directeur au sein du ministère de la Défense nationale.

2. Semaines du 7 décembre au 18 décembre - Entrevue : Si votre candidature est retenue, nous vous contacterons pour vous rencontrer virtuellement afin de vous connaître encore mieux. Vous rencontrerez certains de nos hauts dirigeants et gestionnaires d'embauche afin d'examiner plus en détail l'appariement entre votre profil et les possibilités actuelles.

***IMPORTANT - Action requise :**

- Pour soutenir ce processus, si vous choisissez de continuer, vos informations seront collectées et stockées par un fournisseur tiers. Les données seront utilisées uniquement aux fins du processus d'évaluation.
- Les données seront conservées conformément aux normes du gouvernement du Canada. Les résultats de l'évaluation seront conservés et stockés au Canada, mais votre nom et votre adresse électronique seront stockés aux États-Unis pour accéder à la plate-forme d'évaluation.

- Les conditions générales du fournisseur sont fournies dans la plate-forme d'évaluation respective, à laquelle vous aurez accès et vos données seront supprimées une fois ce processus terminé.
- **CONSENTEMENT** : Pour présenter votre candidature, veuillez remplir le formulaire au lien suivant afin d'indiquer votre consentement à ce qui précède, **au plus tard le mercredi 18 novembre à 12 h (HNE)** :
https://deloittecanada.ca/qualtrics.com/jfe/form/SV_eyt05tx0MNMEEmt
- Si vous y consentez, vous recevrez une invitation par courrier électronique à effectuer la première évaluation en ligne le 19 novembre.
- Si vous ne donnez *pas* votre accord avant la date limite, vous retirez votre candidature pour cette première série d'évaluations.

Nous apprécions votre patience alors que nous nous efforçons de faire de ce processus de recrutement un succès et nous vous souhaitons tout le succès possible. Nous espérons que ce sera un processus engageant et innovant et nous nous réjouissons de travailler avec vous tout au long du parcours.

Merci,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale

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19(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

s.19(1)

s.20(1)(b)

s.20(1)(c)

From: [Wong.JTM@ADM\(Mat\).DES.Proc@Ottawa-Hull](mailto:Wong.JTM@ADM(Mat).DES.Proc@Ottawa-Hull)
Sent: November 26, 2020 2:25 PM
To:
Cc: [St-Jean.D@ADM\(HR-Civ\).Dir.DHR@Ottawa-Hull](mailto:St-Jean.D@ADM(HR-Civ).Dir.DHR@Ottawa-Hull);
[Johnston.KJ@ADM\(Mat\).DES.Proc@Ottawa-Hull](mailto:Johnston.KJ@ADM(Mat).DES.Proc@Ottawa-Hull)
Subject: DND Contract W6369-200130 (Robotic Process Automation Solution) - Task Authorization #4
Attachments: W6369-200130 Task 4 - AI Automation and Training signed.pdf;
 W6369-200130-A - RPA - SOW TA4_2020-11-19.docx

Hello

Please see attached Task Authorization #4 in accordance to the Referenced Statement of Work as well as Deliotte's proposal to the Task below. If you have any questions, please don't hesitate to contact me.

Joseph Wong

Directorate of Electronic Systems Procurement (DES PROC) 2-2-9
 Le Directeur - Obtention des systèmes électroniques (DOSE) 2-2-9
 Email/courriel: Joseph.Wong@forces.gc.ca
 National Defence Headquarters/Quartier général de la Défense nationale
 101 promenade Colonel By Drive
 Ottawa ON K1A 0K2
 Department of National Defence/Ministère de la Défense nationale
 Government of Canada/Gouvernement du Canada

From:
Date: Friday, November 20, 2020 at 12:05 PM
To: "JOSEPH.WONG@forces.gc.ca" <JOSEPH.WONG@forces.gc.ca>
Cc: "DENISE.ST-JEAN@forces.gc.ca" <DENISE.ST-JEAN@forces.gc.ca>, "KENT.JOHNSTON@forces.gc.ca" <KENT.JOHNSTON@forces.gc.ca>
Subject: Re: DND Contract W6369-200130 (Robotic Process Automation Solution) - Task Request #4

Good morning Joseph,

We are in agreement with the SOW and work outlined in detail. We are proposing a fixed fee for the project of CND with 66% due upon completion of the assessments (November 30th 2020) and the balance payable upon completion of the project (December 4th 2020). This work will include the following:

- 1) Leveraging 2 intelligent automation platforms to screen and assess applicants for an open Executive position. This work includes:
 - a. Configuring both platforms
 - b. Setting up both platforms in English and French
 - c. Deployment of the platforms
 - d. QA
- 2) Inform the communications strategy for applicants and HR Connect. The communications includes consent confirmations to take part in the process, invitations for the platforms and/or information on next steps as well as how individual data will be used

- 3) Deploy unconscious bias training to a targeted group of individuals responsible for hiring.
This includes
 - a. Training materials
 - b. Reflection worksheets
- 4) Report out on activities including platform configuration summaries and QA findings

DND HR-civ will continue to own responsibility for scheduling, interviewing and hiring the final candidate(s).

Please let us know if additional information is needed, or if this will suffice to move forward given the very tight timelines.

Thank you

Mobile:

From: JOSEPH.WONG@forces.gc.ca <JOSEPH.WONG@forces.gc.ca>
Sent: Thursday, November 19, 2020 5:03 PM
To:
Cc: DENISE.ST-JEAN@forces.gc.ca; KENT.JOHNSTON@forces.gc.ca
Subject: [EXT] DND Contract W6369-200130 (Robotic Process Automation Solution) - Task Request #4

Hello

Enclosed is a Statement of Work for a new Task Authorization Request (#4) under DND Contract W6369-200130. The work involves incorporating Intelligence Automation and Unconscious Bias Training for a DND staffing process. Could you please review the Statement of Work and submit a proposal to me for the requirement no later than November 24, 2020.

Please note the deliverables with target dates in November might be adjusted upon the issue of the Task Authorization if required.

If you have any questions, please don't hesitate to contact me. Thanks!

Joseph Wong

Directorate of Electronic Systems Procurement (DES PROC) 2-2-9
Le Directeur - Obtention des systèmes électroniques (DOSE) 2-2-9
Email/courriel: Joseph.Wong@forces.gc.ca
National Defence Headquarters/Quartier général de la Défense nationale
101 promenade Colonel By Drive
Ottawa ON K1A 0K2
Department of National Defence/Ministère de la Défense nationale
Government of Canada/Gouvernement du Canada

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s.19(1)

s.20(1)(b)

s.20(1)(c)



National
 Defence

Défense
 nationale

TASK AUTHORIZATION AUTORISATION DES TÂCHES

All invoices/progress claims must show the reference Contract and Task numbers. Toutes les factures doivent indiquer les numéros du contrat et de la tâche.		Contract no. – N° du contrat
		W6369-200130
		Task no. – N° de la tâche
		2020-004
Amendment no. – N° de la modification	Increase/Decrease – Augmentation/Réduction	Previous value – Valeur précédente
Original	0.00	0.00
To – À Deloitte Inc. 100 Queen St. 16th Floor Ottawa ON K1P 5T8	TO THE CONTRACTOR You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task. Please advise the undersigned if the completion date cannot be met. Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract. À L'ENTREPRENEUR Vous êtes prié de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande. Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat.	
Delivery location – Expédiez à Remote / NDHQ, Carling Campus 60 Moodie Drive Ottawa ON	Digitally signed by WONG, JOSEPH Date: 2020.11.26 14:22:33 -05'00'	
Delivery/Completion date – Date de livraison/d'achèvement 2020-12-11	_____ Date for the Department of National Defence pour le ministère de la Défense nationale	
Contract item no. N° d'article du contrat	Services	Cost Prix
	TASK AUTHORIZATION # 2020-004 REFERENCES: A. DND Contract #W6369-200130 B. Statement of Work (SOW) for Task Authorization #2020-004 C. Deloitte Proposal for Task Authorization #2020-004 (attached email) REQUIREMENT: This task is raised to utilize professional services in order to deliver intelligent automation and unbiased training for a DND staffing process as outlined in the Statement of Work (Reference B). TASK PERIOD: The Task Authorization period is from task award to 11 Dec 2020. DELIVERABLES: As per Statement of Work for Task Authorization number 2020-004 (attached). BASIS OF PAYMENT / METHOD OF PAYMENT: Basis of Payment and Method of Payment, upon delivery and acceptance, are in accordance with paras 9.3 and 10.2(c), respectively, as outlined in the terms and conditions of contract number W6369-200130.	
		GST/HST TPS/TVH
		Total
APPLICABLE ONLY TO PWGSC CONTRACTS: The Contract Authority signature is required when the total value of the DND 626 exceeds the threshold specified in the contract. NE S'APPLIQUE QU'AUX CONTRATS DE TPSGC : La signature de l'autorité contractante est requise lorsque la valeur totale du formulaire DND 626 est supérieure au seuil précisé dans le contrat.		
_____ for the Department of Public Works and Government Services pour le ministère des Travaux publics et services gouvernementaux		

Instructions for completing DND 626 - Task Authorization

Contract no.

Enter the PWGSC contract number in full.

Task no.

Enter the sequential Task number.

Amendment no.

Enter the amendment number when the original Task is amended to change the scope or the value.

Increase/Decrease

Enter the increase or decrease total dollar amount including taxes.

Previous value

Enter the previous total dollar amount including taxes.

To

Name of the contractor.

Delivery location

Location where the work will be completed, if other than the contractor's location.

Delivery/Completion date

Completion date for the task.

for the Department of National Defence

Signature of the DND person who has delegated **Authority** for signing DND 626 (level of authority based on the dollar value of the task and the equivalent signing authority in the PAM 1.4). **Note:** the person signing in this block ensures that the work is within the scope of the contract, that sufficient funds remain in the contract to cover this task and that the task is affordable within the Project/Unit budget.

Services

Define the requirement briefly (attach the SOW) and identify the cost of the task using the contractor's quote on the level of effort. The Task must use the basis of payment stipulated in the contract. If there are several basis of payment then list here the one(s) that will apply to the task quote (e.g. milestone payments; per diem rates/labour category hourly rates; travel and living rates; firm price/ceiling price, etc.). All the terms and conditions of the contract apply to this Task Authorization and cannot be ignored or amended for this task. Therefore it is not necessary to restate these general contract terms and conditions on the DND 626 Task form.

Cost

The cost of the Task broken out into the individual costed items in **Services**.

GST/HST

The GST/HST cost as appropriate.

Total

The total cost of the task. The contractor may not exceed this amount without the approval of DND indicated on an amended DND 626. The amendment value may not exceed 50% (or the percentage for amendments established in the contract) of the original value of the task authorization. The total cost of a DND 626, including all amendments, may not exceed the funding limit identified in the contract.

Applicable only to PWGSC contracts

This block only applies to those Task Authorization contracts awarded by PWGSC. The contract will include a specified threshold for DND sole approval of the DND 626 and a percentage for DND to approve amendments to the original DND 626. Tasks that will exceed these thresholds must be passed to the PWGSC Contracting Authority for review and signature prior to authorizing the contractor to begin work.

Note:

Work on the task may not commence prior to the date this form is signed by the DA Authority - for tasks within the DND threshold; and by both DND and PWGSC for those tasks over the DND threshold.

Instructions pour compléter le formulaire DND 626 - Autorisation des tâches

N° du contrat

Inscrivez le numéro du contrat de TPSGC en entier.

N° de la tâche

Inscrivez le numéro de tâche séquentiel.

N° de la modification

Inscrivez le numéro de modification lorsque la tâche originale est modifiée pour en changer la portée.

Augmentation/Réduction

Inscrivez le montant total de l'augmentation ou de la diminution, y compris les taxes.

Valeur précédente

Inscrivez le montant total précédent, y compris les taxes.

À

Nom de l'entrepreneur.

Expédiez à

Endroit où le travail sera effectué, si celui-ci diffère du lieu d'affaires de l'entrepreneur.

Date de livraison/d'achèvement

Date d'achèvement de la tâche.

pour le ministère de la Défense nationale

Signature du représentant du MDN auquel on a délégué le **pouvoir d'approbation** en ce qui a trait à la signature du formulaire DND 626 (niveau d'autorité basé sur la valeur de la tâche et le signataire autorisé équivalent mentionné dans le MAA 1.4). **Nota :** la personne qui signe cette attache de signature confirme que les travaux respectent la portée du contrat, que suffisamment de fonds sont prévus au contrat pour couvrir cette tâche et que le budget alloué à l'unité ou pour le projet le permet.

Services

Définissez brièvement le besoin (joignez l'ET) et établissez le coût de la tâche à l'aide de la soumission de l'entrepreneur selon le niveau de difficulté de celle-ci. Les modalités de paiement stipulées dans le contrat s'appliquent à la tâche. Si plusieurs d'entre elles sont prévues, énumérez ici celle/celles qui s'appliquera/ront à la soumission pour la tâche à accomplir (p.ex. acompte fondé sur les étapes franchies; taux quotidien ou taux horaire établi selon la catégorie de main-d'œuvre; frais de déplacement et de séjour; prix fixe ou prix plafond; etc.). Toutes les modalités du contrat s'appliquent à cette autorisation de tâche et ne peuvent être négligées ou modifiées quant à la tâche en question. Il n'est donc pas nécessaire de répéter ces modalités générales afférentes au contrat sur le formulaire DND 626.

Prix

Mentionnez le coût de la tâche en le répartissant selon les frais afférents à chaque item mentionné dans la rubrique **Services**.

TPS/TVH

Mentionnez le montant de la TPS/TVH, s'il y a lieu.

Total

Mentionnez le coût total de la tâche. L'entrepreneur ne peut dépasser ce montant sans l'approbation du MDN, formulaire DND 626 modifié à l'appui. Le coût de la modification ne peut pas être supérieur à 50 p. 100 du montant initial prévu dans l'autorisation de tâche (ou au pourcentage prévu dans le contrat pour les modifications). Le coût total spécifié dans le formulaire DND 626, y compris toutes les modifications, ne peut dépasser le plafond de financement mentionné dans le contrat.

Ne s'applique qu'aux contrats de TPSGC

Le présent paragraphe s'applique uniquement aux autorisations de tâche accordées par TPSGC. On inscrira dans le formulaire DND 626 un plafond précis qui ne pourra être approuvé que par le MDN et un pourcentage selon lequel le MDN pourra approuver des modifications au formulaire DND 626 original. Les tâches dont le coût dépasse ces plafonds doivent être soumises à l'autorité contractante de TPSGC pour examen et signature avant qu'on autorise l'entrepreneur à débiter les travaux.

Nota :

Les travaux ne peuvent commencer avant la date de signature de ce formulaire par le responsable du MDN, pour les tâches dont le coût est inférieur au plafond établi par le MDN, et par le MDN et TPSGC pour les tâches dont le coût dépasse le plafond établi par le MDN.

STATEMENT OF WORK

**TASK AUTHORIZATION NUMBER
2020-004**

DEPARTMENT OF NATIONAL DEFENCE

1. Background

- 1.1 The Department of National Defence (DND) is seeking to modernize, streamline and accelerate HR business processes, and improve the overall client experience. Digital technologies, such as intelligent automation through the use of robotic process automation, will be leveraged to enable DND to achieve these outcomes.
- 1.2 The Assistant Deputy Minister (Human Resources – Civilian) (ADM (HR-Civ)) has 471 applications for an Executive Level 1 (EX-01) visible minority recruitment campaign. As a result, an effective and efficient screening process is required to select the top tier candidates using an unbiased approach.
- 1.3 HR-Civ is looking to leverage professional services as part of its business process improvements to use intelligent automation to facilitate this process and streamline the client experience.

2. Objective

DND HR-Civ is looking to pilot a new approach which embraces both inclusivity and technology in its executive hiring process – without any sacrifice to the quality of hire. Advancing the technical capability of DND HR-Civ through business process re-engineering and intelligent automation is a priority for staffing overall, and this engagement seeks to further the effort.

The objectives of this engagement are to:

- 2.1 Conduct an unbiased screening of applicants using intelligent automation;
- 2.2 Configure, test and deploy two separate online evaluation/assessments sequentially to reduce the 471 applicants to top-tier candidates who will be interviewed.
 - **Assessment Platform #1:** An Artificial Intelligence (A.I.) skills-based tool designed to reduce bias and scientifically shortlist top performing candidates. The platform gathers video, audio, and written responses from candidates, and applies its A.I. technology to evaluate against its framework.
 - **Assessment Platform #2:** Quantifies human potential by measuring personality, social intelligence, and problem-solving ability to predict a candidate's success in a role. The tool guides candidates through a series of digital activities designed using industrial-organizational psychology, to uncover the best potential matches for the role.
- 2.3 Prepare and deliver unconscious bias training to the Hiring Manager(s) so that they are equipped with the right tools and practices during their interviews.
 - *Unconscious biases* are assumptions, beliefs or prejudices about a category of people that can influence decision-making and behaviours. Left unaddressed, they can lead to unjustified, unfair decisions and exclusionary treatment toward others. Unconscious bias training helps individuals understand the different

types of biases that can influence interactions with others, and gives them tools and strategies to reduce bias and ultimately treat others more equally and inclusively.

3. Scope

3.1 This Task Authorization (TA) will have the following in scope:

- Candidate Selection and Program Management
 - Assisting DND with establishing assessment parameters for 2 assessments;
 - Preparing, testing and deploying each assessment;
 - Completing quality assurance on the assessment, including a summary dashboard;
 - Providing support for communications with candidates;
 - Debriefing DND after the assessments are completed to transition to interviews; and
 - Program management to oversee the assessments.

Two online evaluation/assessments will be completed to assist with screening candidates to a top-tier for DND to review.
- Unconscious Bias Training
 - Developing and delivering unconscious bias training program for Hiring Managers, including training materials.

4. Work Location

4.1 Due to COVID-19 related workspace restrictions, contracted resources are to operate offsite but access to DND facilities will be provided upon request.

5. Acceptance Criteria

5.1 All deliverables must be submitted to the Technical Authority (or a delegate) for review and approval.

6. Tasks and Deliverables

Tasks

1) Candidate Selection and Program management	
Establish Assessment Parameters	1. Conduct a meeting with DND to establish Assessment #1 Parameters. <ul style="list-style-type: none"> 1.1 Define expected outcomes for Assessment #1; 1.2 Translate DND's skills and competencies to match the criteria of Assessment #1; 1.3 Review/finalize look and feel of candidate experience, including customizing the user interface, changing the branding to GoC, and determining how questions will be asked

	<p>and responded (e.g. video, audio, or written);</p> <ol style="list-style-type: none"> 1.4 Review/finalize assessment questions, content, and function; including user experience and user interface; and 1.5 Confirm length of assessment availability to candidates. <ol style="list-style-type: none"> 2. Conduct a meeting with DND to establish Assessment #2 Parameters. <ol style="list-style-type: none"> 2.1 Define expected outcomes for Assessment #2; 2.2 Deploy calibration tests to 5-6 internal stakeholders (i.e., those with understanding of requirements for success in role and in the organization, such as hiring managers, peers, and other executives) to establish the selection criteria for the assessment; 2.3 Review/finalize assessment questions, content, and function; including user experience and user interface; and 2.4 Determine length of assessment availability to candidates. 3. Identify Risks and Actions for DND and applicants pertaining to Assessment Platform #1 and Assessment #2, including: <ol style="list-style-type: none"> 3.1 Data usage, hosting, data purge, compliance, security, workflow, and support.
Prepare, Test, and Deploy Assessment #1	<ol style="list-style-type: none"> 1. Customize Assessment #1 to DND's preference: <ol style="list-style-type: none"> 1.1. Train DND on how to record videos for the assessment platform, if DND wants to create greeting videos, or ask questions in a video format; 1.2. Record intro/outro greeting videos with DND; 1.3. Develop email invitation template for assessment #1 and instructions for DND's approval; 1.4. Close caption DND videos; and 1.5. Upload candidate emails on CSV files for distribution of the assessment, should DND wish for the vendor to distribute the assessment. 2. Test the configured assessment to ensure: <ol style="list-style-type: none"> 2.1. Alignment with expected outcomes as defined in the parameters meeting; and 2.2. Functional and intuitive user experience. 3. Deploy Assessment #1 to candidates with the following activities: <ol style="list-style-type: none"> 3.1. Provide instructions to DND on how to deploy Assessment #1 to 471 candidates with the finalized communications; 3.2. Candidates complete Assessment #1 within a 3-day window. Assessment includes a combination of video, audio and written responses to a series of questions; and 3.3. A.I.-enabled tool completes analysis and produces a dashboard of results.
Validate and QA Assessment #1 (Quality Assurance)	<ol style="list-style-type: none"> 1. Manually review and test the validity of the Assessment platform's output dashboard and candidate recommendation, and assure the quality of Assessment #1 by conducting the following activities: <ol style="list-style-type: none"> 1.1. Compare a sample of Assessment's top 10% candidates' responses against the selection criteria to ensure confidence in the algorithm selection of candidates; 1.2. Compare a sample of Assessment's top 20- 30% candidates' responses against the selection criteria and compare against the top 10% to ensure confidence in the algorithm selection of candidates; and

	1.3. Produce a dashboard for Assessment #1.
Determine Candidates to move forward to Assessment #2	1. Conduct a meeting with DND to review the Assessment #1 dashboard, and align the candidates chosen by DND to move forward to Assessment #2.
Prepare, Test, and Deploy Assessment #2	<ol style="list-style-type: none"> Customize Assessment #2 to DND's preference: <ol style="list-style-type: none"> Support DND in choosing the role specific skills to match criteria of Assessment; and Upload candidate emails on CSV files in order for the vendor to distribute the assessment. Test the configured assessment to ensure: <ol style="list-style-type: none"> Alignment with expected outcomes as defined in the parameters meeting; and Functional and intuitive user experience. Deploy Assessment #2 to candidates with the following activities: <ol style="list-style-type: none"> Provide instructions to DND on how to deploy Assessment #2 to the chosen candidates with the finalized communications; Candidates complete Assessment #2 within a 3 to 4-day window. Assessment includes a series of digital activities (e.g. games) to understand candidates' potential for success in role; and A.I.-enabled tool automatically completes analysis and produces a dashboard of results.
Validate and QA Assessment #2 (Quality Assurance)	<ol style="list-style-type: none"> Manually review and test the validity of the Assessment platform's output dashboard and candidate recommendation, and assure the quality of Assessment #2 by conducting the following activities: <ol style="list-style-type: none"> Compare a sample of Assessment #2's top recommended candidates against the selection criteria to validate the accuracy of the software configuration; Compare a sample of Assessment #2's bottom rated candidates against the selection criteria to validate the accuracy of the software configuration, and Produce a dashboard for Assessment #2.
Determine Candidates to move forward to Interviews	1. Conduct a meeting with DND to review the Assessment #2 dashboard, and align on the candidates chosen by DND to move forward to interviews.
Communications Support	<p>Support communications by providing to DND points for:</p> <ol style="list-style-type: none"> Candidate communications: <ol style="list-style-type: none"> Pre-Process Communication: Inform candidates of what to expect in the assessment process, and other important information such as data usage, hosting, data purge, compliance, security, workflow, and support; Draft of invitation for Assessment #1 (including pre-process communication elements) for DND use; and Draft of invitation for Assessment #2 (including pre-process communication elements) for DND. Hiring manager communications:

- 2.1. Inform hiring manager of what to expect in the assessment process, including when and how they will be engaged.
3. HR Connect Communications:
 - 3.1. Inform HR Connect team on how to respond to potential queries from candidates during the assessment period, including technical details and tech support.

Assessment Debrief	<ol style="list-style-type: none"> 1. Conduct a meeting with DND to review the validated output reporting (candidate scores, assessment completion rates, NPS, selected candidates etc.) to validate the quality of proposed candidates; and 2. Develop a report of the findings from the quality assurance validation on both Assessment platforms.
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2) Unconscious bias training

Develop the Training	<ol style="list-style-type: none"> 1. Develop an unconscious bias training program for Hiring Managers that will include: <ol style="list-style-type: none"> 1.1. Awareness of different types of unconscious bias that can negatively impact behaviour and decision-making; 1.2. Awareness of how this might show up in talent acquisition and hiring; and 1.3. Guidance for mitigating bias in candidate interviews. 2. Develop a participant workbook that will enable Hiring Managers to reflect on their biases and how they can be mitigated. <ol style="list-style-type: none"> 1.1. Review and obtain sign-off on the content from DND.
Deliver the Training	<ol style="list-style-type: none"> 1. Deliver a training session to a Subject Matter Expert (SME) of up to 25 people before candidate interviews, so that hiring managers can apply the training in the interview process.

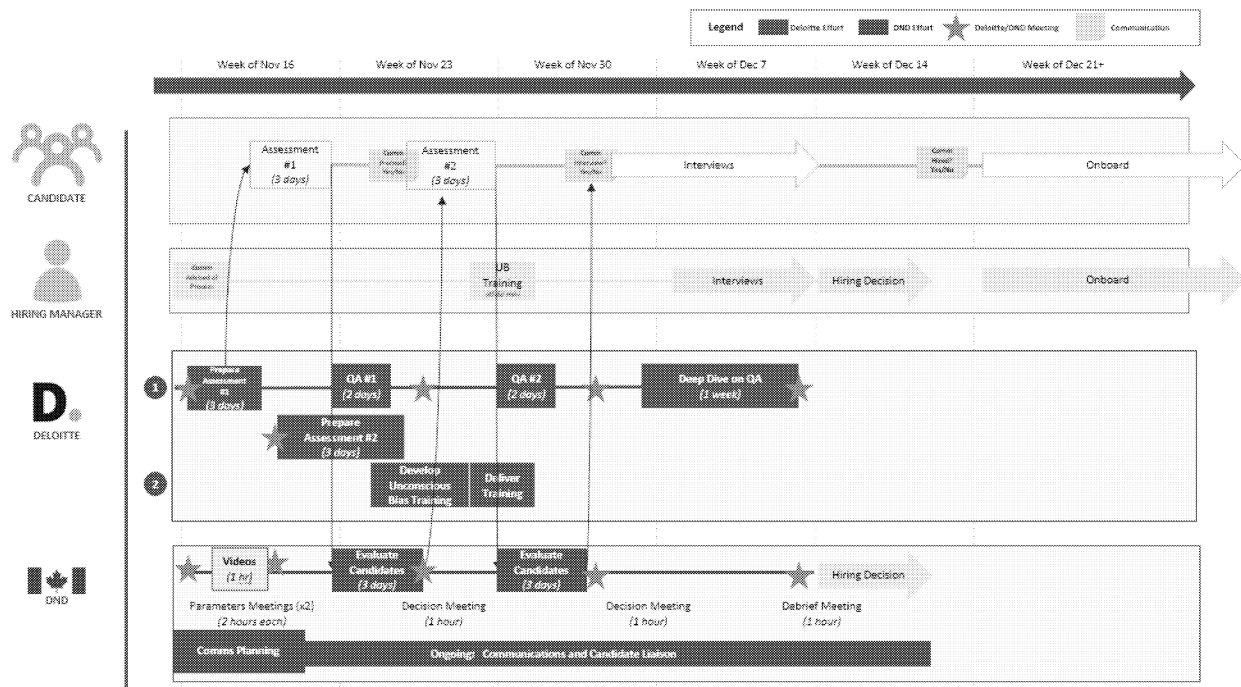
Deliverables:

Category	Deliverable	Description	Target Date
Candidate Selection	D1. Assessment #1 – Parameters meeting output	<ul style="list-style-type: none"> • Document intended for distribution to the Assessment board outlining the choices for configuring Assessment #1, including the skills/capabilities for which it will screen and the key decisions made. • Draft email communication templates for assessment #1. • Instructions to support the development of Video and how to produce closed captioning. 	Nov 21, 2020
	D2. Assessment #2 – Parameters meeting output	<ul style="list-style-type: none"> • Document intended for distribution to the Assessment board outlining the choices that will configure Assessment #2, including the capabilities for which it will screen, and the key decisions made. • Draft email communication templates for assessment #2. 	Nov 30, 2020
	D3. Dashboard after Assessment #1	<ul style="list-style-type: none"> • Dashboard of Assessment #1 results, highlighting the top-ranking candidates after Assessment #1 is completed including 	Nov 23, 2020

Page 6 of 9

Category	Deliverable	Description	Target Date
		<ul style="list-style-type: none"> ○ Report of test results for assessment method #1. ○ Summary of candidate assessment results. 	
	D4. Dashboard after Assessment #2	<ul style="list-style-type: none"> ● Dashboard of Assessment #2 results, highlighting the top-ranking candidates after Assessment #2 is complete including <ul style="list-style-type: none"> ○ Report of test results for assessment method #2. ○ Summary of candidate assessment results. 	Nov 30, 2020
	D5. QA of Assessment	<ul style="list-style-type: none"> ● Report outlining the quality assurance on both Assessments. <ul style="list-style-type: none"> ○ Compare a sample of Assessment's top 10% candidates' responses against the selection criteria to ensure confidence in the algorithm selection of candidates. ○ Compare a sample of Assessment's top 20- 30% candidates' responses against the selection criteria and compare against the top 10% to ensure confidence in the algorithm selection of candidates. 	Dec 11, 2020
Unconscious Bias Training	D6. Training workshop presentation materials	<ul style="list-style-type: none"> ● Presentation to SMEs and training content that outlines unconscious bias, how it shows up in hiring, and how biases can be mitigated. 	Dec 4, 2020
	D7. Unconscious bias reflection worksheet	<ul style="list-style-type: none"> ● Document that enables leaders to reflect and address their unconscious bias. 	Dec 4, 2020

Estimated Project Timelines:



7. Government Supplied Material

- 7.1 DND will communicate with applicants and ask them for their permission to provide their contact details and application to Deloitte for use in testing via external technologies.
- 7.2 DND will remain the point of contact with the applicants throughout the process, though vendor will support in drafting invitations and targeted communications for candidates aligned to each step of the process.
- 7.3 DND will identify Hiring Managers that will be part of the Unconscious Bias training cohort.
- 7.4 DND will schedule and manage logistics of the virtual Unconscious Bias training session.
- 7.5 DND will transmit candidate details in a secure and encrypted format to vendor.

8. Language of Work

- 8.1 Deliverables and work products (i.e. presentation material, tools and templates) will be provided in English. Translation, if required, will be provided, in a timely manner, by DND.

9. Travel

9.1 Canada will not pay any travel or living expenses associated with performing the work.

10. Constraints

- Candidate screening choices and hiring decisions are DND's choice, with the assessment/selection processes aided by vendor.
- The assessments are done in an environment external to DND, candidate permission to proceed by way of this process will be obtained, including an acknowledgement of the consequences of deciding not to undergo the hiring process as presented.
- No information will be shared with 3rd parties without the permission of DND and candidates.
- Data is stored in a secure and encrypted format on the cloud, hence achieving encryption of data both during transit and at rest. Cloud service providers are Microsoft Azure and AWS.

From: [Wodejko.M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko.M@ADM(HR-Civ).@Ottawa-Hull)
Sent: November 26, 2020 4:43 PM
To: [Choi.K@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Choi.K@ADM(HR-Civ).@Ottawa-Hull);
'okenge.yumamorisho@gov.bc.ca'; 'mauricette.howlett@cra-arc.gc.ca'; 'paule-anny.pierre@tbs-sct.gc.ca'; 'gaveen.cadotte@pco-bcp.gc.ca'
Cc: [Lamothe.A@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull); [Watson.M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Watson.M@ADM(HR-Civ).@Ottawa-Hull); [Power.AR@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Power.AR@ADM(HR-Civ).@Ottawa-Hull)
Subject: DND EX-01 Update / Seeking Board/Panel Endorsement

Follow Up Flag: Follow up
Flag Status: Completed

Dear assessment and panel board members,

We are pleased to share an update on the EX-01 process and seek your endorsement on the recommended way forward.

Assessment #1 (Knockri) Results

From November 19 – 22, 463 applicants were invited to complete an assessment through Knockri's online platform. At the time of this e-mail, 405 candidates have completed the assessment (88% completion rate as a small number of candidates requesting extensions are currently under review), and gave the experience an overall rating of 4.4/5 with 88% of candidates giving a rating of 4 or 5.

To ensure the validity of the assessment results, a quality assurance check was performed by randomly selecting and manually assessing candidate responses against the six Key Leadership Competencies, sampling from the top, middle, and bottom 10% of scores. Results of this activity indicate that Knockri's methodology has effectively assessed and scored candidates, that we can be confident in the top-ranked candidates.

****We are therefore seeking your endorsement by tomorrow at noon (Nov 26th @ 1200hrs) to advance the top candidates who ranked at least in the 50th percentile for each of the six KLCs to the next stage – which represents a total of 63 candidates. The remaining candidates did not sufficiently demonstrate the assessed KLCs.**

In alignment with our goal to provide a bespoke experience to candidates, successful candidates will receive personal e-mails from DND congratulating them and informing them of the next stage. Unsuccessful candidates will receive their results through Knockri along with a custom report and feedback on their assessment performance.

What's next?

Candidates proceeding to the next round will be invited to complete a second online assessment through the Plum platform. Plum's assessment uses an AI algorithm to predict a candidate's potential for success using a psychometric test involving games and activities. For more information on Plum, see this short video (1:36).

- EN: <https://youtu.be/FVGmyTD43TQ>
- FR: <https://youtu.be/315yOiDUVw4>

Our Ask of You

Plum's assessment uses expert contributors, people familiar with the role, to complete a calibration activity called a "Match Criteria Survey". This input ensures that we are screening candidates for what we believe is important of our executive roles. We are inviting you to participate in this activity because you have a clear understanding of what is required to be a successful Director at DND.

The survey takes 8 minutes and you will receive a link to your inbox. We are seeking your participation by EOD Monday, November 30. If you are interested and able, **please let us know to which e-mail address we should send the match criteria invitation**. The invitation will include a link to login to Plum's dashboard; launching the "Match Criteria Survey" which will take you through a series of statements and ask you rate the least and most important behaviours required of a Director.

For more, check out this short video (2:23):

- EN: <https://youtu.be/5k70iQ5ydzl>
- FR: <https://youtu.be/ywuDPtEPXHk>

Thank you for your continued support of this process – as always, available should you have any questions or feedback.

Marta

From: [Lamothe A@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull)
Sent: November 18, 2020 5:27 PM
To: [St-Jean D@ADM\(HR-Civ\).Dir.DHR@Ottawa-Hull](mailto:St-Jean.D@ADM(HR-Civ).Dir.DHR@Ottawa-Hull)
Cc: [Wodejko M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko.M@ADM(HR-Civ).@Ottawa-Hull)
Subject: [EXT] RE: Knockri Terms & Conditions - UPDATED FOR REVIEW

No I am good to go J Thank you.
 Anik

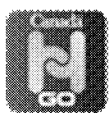
From:
Sent: November 18, 2020 5:26 PM
To: St-Jean D@ADM(HR-Civ).Dir.DHR@Ottawa-Hull ; Lamothe A@ADM(HR-Civ).DCES@Ottawa-Hull
Cc: [Wodejko M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko.M@ADM(HR-Civ).@Ottawa-Hull)
Subject: RE:Knockri Terms & Conditions - UPDATED FOR REVIEW
 I've just sent Knockri a list of the outstanding items – I think they'll be able to make updates by tomorrow morning, and I've asked about setting-up a second test.
 @Anik, did you have any additional feedback you'd like me to share with Knockri? I've received Denise's notes.
 Enjoy your evenings and I'll let you know where we land in the morning!
 Thank you for everything,

From: DENISE.ST-JEAN@forces.gc.ca <DENISE.ST-JEAN@forces.gc.ca>
Sent: Wednesday, November 18, 2020 5:21 PM
To: ANIK.LAMOTHE@forces.gc.ca;
Cc: MARTA.WODEJKO@forces.gc.ca
Subject: [EXT] RE: Knockri Terms & Conditions - UPDATED FOR REVIEW
 I think we have to ensure we can run through 1 more test after they have added all the new content. So we'd need to aim for a time after that.
Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

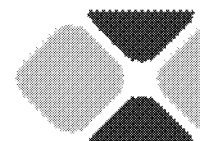
Denise.St-Jean@forces.gc.ca /Mobile 343-551-3677



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HR Connect RH
 1-833-RHR-MDND



From: Lamothe A@ADM(HR-Civ).DCES@Ottawa-Hull
Sent: November 18, 2020 5:19 PM
To: St-Jean D@ADM(HR-Civ).Dir.DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>
Cc: [Wodejko M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko.M@ADM(HR-Civ).@Ottawa-Hull) <MARTA.WODEJKO@forces.gc.ca>
Subject: RE: Knockri Terms & Conditions - UPDATED FOR REVIEW
 can we gage what time knockri plans on going live?

From:
Sent: November 18, 2020 5:13 PM

s.19(1)

To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Cc:

Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull
<ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull
<MARTA.WODEJKO@forces.gc.ca>

Subject: RE:Knockri Terms & Conditions - UPDATED FOR REVIEW
Thanks so much Denise!

From: DENISE.ST-JEAN@forces.gc.ca <DENISE.ST-JEAN@forces.gc.ca>

Sent: Wednesday, November 18, 2020 5:13 PM

To:

Cc:

ANIK.LAMOTHE@forces.gc.ca;
MARTA.WODEJKO@forces.gc.ca

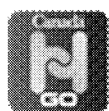
Subject: [EXT] RE: Knockri Terms & Conditions - UPDATED FOR REVIEW
I'm fine with the changes.

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

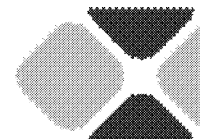
Denise.St-Jean@forces.gc.ca /Mobile 343-551-3677



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HR Connect RN
1-833-RHR-MDND



From:

Sent: November 18, 2020 4:46 PM

To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Cc:

Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull
<ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull
<MARTA.WODEJKO@forces.gc.ca>

Subject: RE:Knockri Terms & Conditions - UPDATED FOR REVIEW

Hi Denise,

As discussed, we've tweaked the Knockri T&C's and have attached for your review (I have used red text to highlight the changes made compared the version you last saw).

Please let us know if you have any questions or edits.

Much appreciated,

From: DENISE.ST-JEAN@forces.gc.ca <DENISE.ST-JEAN@forces.gc.ca>

Sent: Wednesday, November 18, 2020 10:20 AM

To:

Cc:

ANIK.LAMOTHE@forces.gc.ca;
MARTA.WODEJKO@forces.gc.ca

Subject: [EXT] RE: Knockri Terms & Conditions

Hi

DND has not engaged Knockri – Deloitte has engaged Knockri on DND's behalf... so we have to adjust wording appropriately.

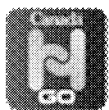
I do think that the US storage would be important. I will review top to bottom though and get back to you.

A0473787_2-000062

Denise St. Jean

Director – Digital Human Resources

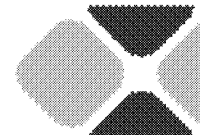
Directrice – Ressources humaines numériques

Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677

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1-833-RHR-MDND

**From:****Sent:** November 18, 2020 9:15 AM**To:** Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull<ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull<MARTA.WODEJKO@forces.gc.ca>; St-Jean D@ADM(HR-Civ) DirDHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>**Cc:****Subject:** Knockri Terms & Conditions

Hi Marta, Denise & Anik,

I've attached Knockri's Terms & Conditions, which are presented to candidates as they register on Knockri's platform. Could you please do a final review?

These T&C's don't explicitly mention the U.S. storage of some of the information – I think we decided that the consent survey and e-mail communication was sufficient for this, but wanted to confirm that any of that language, or any other edits to these T&C's, aren't required prior to finalizing the assessment.

Please let us know, thanks!

--

Human Capital Consulting

M:

| deloitte.ca

--

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From: Hodges PJ@Corp Sec DAIP@Ottawa-Hull
Sent: November 18, 2020 3:54 PM
To: [St-Jean D@ADM\(HR-Civ\) Dir DHR@Ottawa-Hull](mailto:St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull)
Cc: Finn D@Corp Sec DAIP@Ottawa-Hull; Carozza L@Corp Sec DAIP@Ottawa-Hull; Ballantyne AC@Corp Sec DAIP@Ottawa-Hull
Subject: RE: Seeking Your Advice - Privacy

Denise,

I'm glad that the guidance I've provided has proved helpful. In regards to your question about "whether any additional privacy clause needs to be in [the] contract with Deloitte", I assume that the contract in question is the Master Services Agreement which you've attached to your most recent email.

I've done a quick scan of the document to find any elements that address privacy issues, and note that there are relevant clauses included; but also that these would seem to be written/provided by the contractor, rather than any DND/CAF or GC procurement specialists.

Not being experts in contracting ourselves, the advice we typically provide in this area is to work with your contracting contacts (possibly within ADM(MAT) or PSPC), and consider the relevant clauses in the Standard Acquisition Clauses and Conditions (SACC) Manual as they relate to "personal information"; from my experience, clause 4008 (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/4/4008/2>) is usually the one that applies, but your contacts may be able to suggest others.

These clauses are (to my understanding) written to ensure compliance with the obligations and responsibilities of the GC, rather than to favour the position of the private sector partner (hopefully both positions are in fact the same).

I've added Ms. Amber Ballantyne of my team to this message, so that she can ensure that we capture this issue in a case file; once that's done, the number will be provided to you for any future reference.

I hope that this again provides you with the information you need to successfully move your project forward.

Thanks.

Pat

Policy and Governance, Directorate Access to Information and Privacy (DAIP)
BB – 343-550-9668
patrick.hodges@forces.gc.ca

Politique et gouvernance, Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)
BB – 343-550-9668
patrick.hodges@forces.gc.ca

From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull
Sent: November 18, 2020 1:33 AM
To: Hodges PJ@Corp Sec DAIP@Ottawa-Hull <PATRICK.HODGES@forces.gc.ca>
Cc: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Hi Pat,

Thank you very much for this rich feedback. Given the initial opt-in isn't a page that candidates will be going back to, it wasn't the right landing page for all of this content. We have been able instead to use different elements of this to come up with communication approaches for each step of the process.

I've attached (for Knockri) and added below (for Plum) the notices of each platform. Would you have comments about those?

The T&C's can be found at this link: <https://www.plum.io/terms>
Privacy Policy at this link: <https://www.plum.io/privacy>

For clarity, applicants must accept the Terms and Privacy Policy during the registration process (see screen shot pasted below).

The screenshot shows a registration form titled "Create Plum Profile". Below the title is a link "Already have a Plum Account?". A note states "All fields are required." The form contains six input fields: "Email Address", "Retype Email", "First Name", "Last Name", "Password", and "Retype Password". At the bottom, there is a checkbox labeled "I have read and agree to the terms of use and privacy policy." and a link "Read Plum's terms of use and privacy policy."

The only other remaining question that I have for you is whether any additional privacy clause needs to be in our contract with Deloitte who we are doing this work with.

Best regards,

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

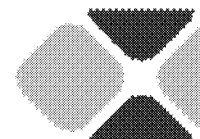
Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677



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From: Hodges PJ@Corp Sec DAIP@Ottawa-Hull

Sent: November 16, 2020 2:53 PM

To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Cc: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Denise et al,

I've done some research today, and have chosen a sample privacy notice from the ISED website; this particular notice is more general in nature (it covers a spectrum of ISED online activities), but I think that it also is comprehensive enough to serve as a bit of a template.

What I've done is struck-out those elements that I don't think apply (or where the reference is to ISED or a different activity), and highlighted the text that I've added to make the notice more relevant to the current activity; the goal would be to replace the much shorter (and less informative) notice that the participant(s) would see on the Qualtrics landing page with this one (or something like it... this is just a sample for your consideration).

Privacy notice

The Government of Canada and ~~Innovation, Science and Economic Development Canada~~ Department of National Defence/Canadian Armed Forces (DND/CAF) are committed to providing ~~websites~~ an online experience that respects the privacy of visitors. This privacy notice summarizes the privacy practices for ~~Innovation, Science and Economic Development Canada's online activities~~ the online elements of the DND/CAF EX-01 Visible Minority Recruitment Process.

All personal information collected by ~~Innovation, Science and Economic Development Canada~~ DND/CAF and all associated partners as part of this process is governed by the ~~Privacy Act~~. This means that you will be informed of the purpose for which your personal information is being collected and how to exercise your right of access to that information.

Your privacy and the Internet

The nature of the Internet is such that web servers automatically collect certain information about a visit to a website, including the visitor's Internet Protocol (IP) address. IP addresses are unique numbers assigned by Internet service providers (ISP) to all devices used to access the Internet. Web servers automatically log the IP addresses of visitors to their sites. The IP address, on its own, does not identify an individual. However, in certain circumstances, such as with the cooperation of an ISP for example, it could be used to identify an individual using the site. For this reason, the Government of Canada considers the IP address to be personal information, particularly when combined with other data automatically collected when a visitor requests a web page, such as the page or pages visited, date and time of the visit.

In cases where services are provided by organizations outside of the Government of Canada, such as social media platforms or mobile applications, IP addresses may be recorded by the web server of the third-party service provider. Unless otherwise noted, ~~Innovation, Science and Economic Development Canada~~ DND/CAF does not automatically gather any specific information from you, such as your name, telephone number or email address. ~~Innovation, Science and Economic Development Canada~~ DND/CAF would obtain this type of information only if you supply it to us, for example, by email or by filling in a contact form. In such cases, how your personal information is handled will be provided in a Personal Information Collection Statement.

~~Communicating with the Government of Canada~~

-

~~If you choose to send Innovation, Science and Economic Development Canada an email or complete a feedback form online, your personal information is used by the department to respond to your inquiry. The information you provide will only be shared with another government institution if your inquiry relates to that institution. Innovation, Science and Economic Development Canada does not use the information to create individual profiles nor does it disclose the information to anyone other than to those in the federal government who need to provide you with a response. Any disclosure of your personal information is in accordance with the Privacy Act.~~

-

~~Emails and other electronic methods used to communicate with the Government of Canada are not secure unless it is specifically stated on a web page. Therefore, it is recommended that you do not send sensitive personal information, such as your Social Insurance Number or your date of birth, through non-secure electronic means:~~

-

~~Personal information from emails or completed feedback forms is collected pursuant to the provision in Innovation, Science and Economic Development Canada's enabling statutes. Such information may be used for statistical, evaluation and reporting purposes and is included in Personal Information Bank PSU 914—Public Communications:~~

~~Survey respondents~~ Personal Information Collection Statement – Recruitment and Staffing

Provision of the information collected ~~in surveys~~ during a staffing process conducted by and for ~~Innovation, Science and Economic Development Canada~~ DND/CAF is voluntary. The collection and use of your personal information is authorized by ~~section 7 of the Financial Administration Act~~ (I'm not sure of the appropriate legislation, but it may be the ~~Public Service Employment Act~~) and is protected under the provisions of the federal Privacy Act.

~~Innovation, Science and Economic Development Canada's commitment to keeping the confidentiality of the information obtained from the Canadian public is enshrined in the Privacy Act. All information provided to Innovation, Science and Economic Development~~

Canada through surveys is confidential. Innovation, Science and Economic Development Canada does not release any information that identifies an individual or group without prior consent.

Any personal information that may be collected is described in the Standard Personal Information Bank entitled ~~Public Communications, PSU 914~~ Staffing, PSE 902, which can be found on Canada.ca. The personal information collected will only be kept by Innovation, Science and Economic Development Canada DND/CAF for a period of five years of the completion of a survey (as per whatever the appropriate retention period may be) after which all personal information will be deleted.

Under the Privacy Act, you have the right of access to, and correction of, your personal information, if you have provided any. Note however, that to exercise this right, you must make a request for access to your personal information before the retention period has expired.

If you wish to avail yourself of this right or require clarification about this Statement, you may make a privacy inquiry via the DND/CAF Directorate Access to Information and Privacy (DAIP). For more information on privacy issues and the Privacy Act in general, consult DAIP or contact the Office of the Privacy Commissioner.

Third-party social media

-

Innovation, Science and Economic Development Canada's use of social media serves as an extension of its presence on the Web. Social media account(s) are public and are not hosted on Government of Canada servers. Users who choose to interact with us via social media should read the terms of service and privacy policies of these third-party service providers and those of any applications you use to access them. Innovation, Science and Economic Development Canada uses Twitter, Facebook, LinkedIn, Flickr and YouTube (language selection is available at the bottom of the page on the YouTube site).

-

Personal information that you provide to the Government of Canada via social media account(s) is collected under the authority of Innovation, Science and Economic Development Canada's enabling statutes. This information is collected to capture conversations (e.g. questions and answers, comments, "likes", retweets) between you and Innovation, Science and Economic Development Canada. It may be used to respond to inquiries, or for statistical, evaluation and reporting purposes. Comments posted that violate Canadian law will be deleted and disclosed to law enforcement authorities. Comments that violate our rules of engagement will also be deleted. The personal information is included in Personal Information Bank PSU 914—Public Communications and PSU 938—Outreach Activities.

DND/CAF Programs partnering with third-party organizations

Wherever possible when engaging a private sector partner as part of a DND/CAF program, appropriate links to the relevant third-party privacy statements will be provided.

For information about how your personal information will be collected, stored, used/disclosed and retained/disposed of by Qualtrics, Knockri, and Plum, please visit the following links:

1. Qualtrics...
2. Knockri...
3. Plum...

I remain available to discuss this issue once you've had a chance to review my example.

Thanks.

Pat

Policy and Governance, Directorate Access to Information and Privacy (DAIP)

BB – 343-550-9668

patrick.hodges@forces.gc.ca

Politique et gouvernance, Direction de l'accès à l'information et de la protection des
renseignements personnels (DAIPRP)

BB – 343-550-9668

patrick.hodges@forces.gc.ca

From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull

Sent: November 16, 2020 10:29 AM

To: Hodges PJ@Corp Sec DAIP@Ottawa-Hull <PATRICK.HODGES@forces.gc.ca>

Cc: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Lamothe
A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Finn D@Corp Sec
DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull
<LISA.CAROZZA@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

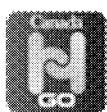
Appreciated Pat. Thanks

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

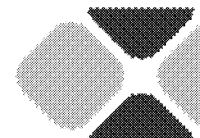
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From: Hodges PJ@Corp Sec DAIP@Ottawa-Hull

Sent: November 16, 2020 10:28 AM

To: Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>; St-Jean D@ADM(HR-
Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Cc: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Lamothe
A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Finn D@Corp Sec

DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Denise,

As a follow-up to Lisa's message below from Friday; I've also looked at the statement on the Deloitte page, and it's my impression that this is the sum total of the privacy related notice (it would appear that entering the information and clicking past this page will result in the submission of the data and the subsequent email contact contemplated in the statement). If that is in fact the substance of the privacy notice, it would certainly be best if a bit more context were to be provided... I'm looking at a couple of samples, and will forward some suggestions shortly.

Please note that, as Lisa's has pointed out, this won't affect the wording of the "disclaimer" as that's outside of the DAIP AOR; rather any recommendations we'll make will be specific to the best practices as they apply to transparency and accountability regarding privacy and personal information management.

I'm on a call from 10:30 to 11:00, but will look for any response in case you want to discuss any aspect of this issue.

Thanks.

Pat

Policy and Governance, Directorate Access to Information and Privacy (DAIP)

BB – 343-550-9668

patrick.hodges@forces.gc.ca

Politique et gouvernance, Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)

BB – 343-550-9668

patrick.hodges@forces.gc.ca

From: Carozza L@Corp Sec DAIP@Ottawa-Hull

Sent: November 13, 2020 4:00 PM

To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; Hodges PJ@Corp Sec DAIP@Ottawa-Hull <PATRICK.HODGES@forces.gc.ca>

Cc: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Hello Denise,

I suggest we connect on Monday to discuss.

There is an existing standard Personal Information Bank (PIB) (PSE 902 – Staffing; <https://www.canada.ca/en/treasury-board-secretariat/services/access-information-privacy/access-information/information-about-programs-information-holdings/standard-personal-information-banks.html#pse902>) which applies to staffing. Within the Consistent Uses: it states

that the information collected “may also be shared with third party service providers to manage recruitment initiatives”.

You are seeking specific feedback on the text in red. This appears to be a disclaimer. Commenting on the specific language of the disclaimer as it relates to the administration of your staffing process is not within our mandate. There is nothing in the statement that relates to the Privacy Act.

I note that you are linking to a Deloitte link for the privacy notice. I am not able to proceed all the way through the pages, but the intro page clearly contains information relating to DND (vice Deloitte or Plum or Knockri). I recommend that the notice be amended to include reference to the PIB that authorizes the collection of personal information that is required for this activity as well as describing the permissible uses and disclosures of the information that is being collected.

Pat will be back in the office on Monday. He is available to review a draft privacy notice or can provide some guidance to assist with development.

Regards,

Lisa

Lisa Carozza

Deputy Director Strategic Policy & Planning, Directorate Access to Information and Privacy (DAIP)
 National Defence / Government of Canada

Lisa.Carozza@forces.gc.ca / Cel: 613-402-3624

Directrice adjointe, Politique stratégique et planification, Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)

Défense nationale / Gouvernement du Canada

Lisa.Carozza@forces.gc.ca / Cel: 613-402-3624

From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull

Sent: November 13, 2020 3:20 PM

To: Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>; Hodges PJ@Corp Sec DAIP@Ottawa-Hull <PATRICK.HODGES@forces.gc.ca>

Cc: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Good afternoon Lisa,

I received your response to my email yesterday. Thank you for engaging with us. I wanted to highlight quickly the urgency of a review of at least the message that we intend to send out to our applicants today. We can leave the rest to next week, if that works.

To provide greater clarity of the process that we intend to follow, I've written out the steps below and pointed to the relevant documents.

Step 1: Notification by DND to applicant important to get feedback today

Dear candidate,

Thank you again for taking the time to apply to the Department of National Defence's EX-01 Visible Minority Recruitment Process!

We are pleased to inform you that we would like to invite you to advance in our assessment process. Candidates will be asked to participate in a 2-step process that leverages both an innovative online assessment platform and virtual interview:

1. **Weeks of November 16 and 23rd – Online Assessment:** We want to better-understand your skills, capabilities, and experience. To do this, we are leveraging a platform that will capture your video, audio and/or written responses to a series of standardized questions. Please note that this tool looks at your responses in isolation of your personal characteristics, and assesses your responses as they relate to director-level roles within the Department of National Defence.
2. **Weeks of December 7 - December 18 - Interview:** If your candidacy is retained, we will contact you to meet us virtually so we can get to know you even more. You will meet with some of our senior leaders and hiring managers to further explore alignment between your profile and current opportunities.

***IMPORTANT – Action Required:**

- To support this process, should you choose to continue, your information will be collected and stored by a third-party vendor. Data will be used solely for the purpose of the selection process.
- All data will be stored in accordance with Government of Canada's standards. Your name and e-mail will be stored in the US, Assessment results will be retained and stored in Canada, though your name and e-mail will be stored in the US to gain access to the platform.
- The vendor's terms and conditions are provided within the respective assessment platform, which you will have access to and your data will be deleted once this process is complete.
- **CONSENT:** To proceed with your candidacy, please complete the form at the following link to indicate your consent to the above, by **Wednesday November 18 at 12 p.m. EST:**
https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt
- Should you consent, you will receive an e-mail invitation to complete the first online assessment on November 19.
- Should you *not* provide consent by the deadline, you are thereby withdrawing your candidacy for this first round of assessments.

We appreciate your patience as we work towards making this a successful recruitment process and we wish you all the best as we move forward. We hope that this will be an engaging, innovative process and look forward to working with you along the journey.

Thank you,

Step 2: Applicant clicks on the link and lands on the survey page (see Consent Survey Questions)

Step 3: Applicant receives an invite from Knockri (software that is being used for assessment) with terms and conditions (see Knockri consent form template)

Can you please validate that the language across this flow is the right level of disclaimer for our applicants? As per our conversation with Deirdra yesterday, Marta's team is hoping to send the message for Step 1 today, so your feedback would be greatly appreciated.

For the contract terms, should there be anything missing there, we do have a Statement of Work for this engagement in which I can add any additional language. I'll send that separately.

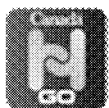
Best regards,

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

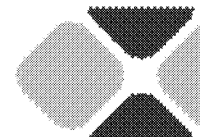
Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677



HR GO RH
Download today!
Téléchargez dès aujourd'hui!



HR Connect RH
1-833-RHR-MDND



From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull

Sent: November 12, 2020 3:35 PM

To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>

Cc: OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

So sorry... thought I had pressed send earlier today and only just now realized this was still sitting in my drafts.

Hi ladies,

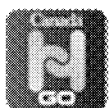
As discussed, here is the contract and communication that we discussed today.

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

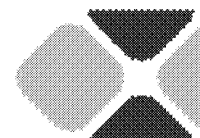
Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677



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Download today!
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HR Connect RH
1-833-RHR-MDND



From: Finn D@Corp Sec DAIP@Ottawa-Hull

Sent: November 12, 2020 10:53 AM

To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>

Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Telecall better today

Lisa, can you attend?

D

From: Wodejko M@ADM(HR-Civ)@Ottawa-Hull
Sent: November 12, 2020 10:04 AM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Hi, yes – thanks so much – I'll schedule.

Are you ok with MS Teams or prefer telecom?

From: Finn D@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 10:02 AM
To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>
Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Hi Marta

I can talk to you at 11. That work?

Deirdra

From: Wodejko M@ADM(HR-Civ)@Ottawa-Hull
Sent: November 12, 2020 9:13 AM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>
Subject: Seeking Your Advice - Privacy

Hi, I hope you took some time for Remembrance Day yesterday.

I was wondering if yourself or a member of your team might be available to assist me as well as my colleague, Denise St-Jean, Director Digital HR.

As you might be aware, in September, we launched an EX-01 process, with the objective of increasing the representation of visible minorities within the EX-01 cadre. We are exploring innovative tools and technology to ensure a positive applicant experience as well as quality of hire. There are two vendors specifically that are available to support competency assessment as well as psychometric assessment. Although both companies are Canadian, they both host their data in the US.

I am therefore seeking your help in assisting us to determine the risks and whether these are platforms that we can pursue. We are scheduled to send information to the candidates this week and unexpectedly this has come-up.

I'm including in the email, options that are being provided to us for additional info.

Thank you and looking forward to hearing from you,
Marta

Overview of the platforms residency:

1. Knockri hosts the assessment results in Canada, including all videos and written results, however; their platform retains a name and email (encrypted and anonymized) in their core platform which is in the US on Microsoft Azure. They do have an option to migrate the names and emails to their Canadian instance as well, but it would take roughly 2 weeks
2. Plum hosts their entire platform in the US on AWS (again, encrypted and anonymized), and does not have a way to host data in Canada. For their pilot with the RCN, they provided randomly generated emails to existing personnel for them to complete the assessment, but each member knew the purpose of the email and it was managed through additional communications. The RCN use case is not for applicants to a posting, but rather for internal usage.

Option 1:

The approach proceeds with Knockri, and omits Plum from the screening. This ensures that DND is still applying AI to their screening process and leveraging automation to increase efficiency in screening. DND will still be able to get to a quality candidate and proceed with interviews as planned

- If hosting of names and emails in the US is acceptable, then this approach will also reduce 1 week from the timeline, and decrease costs
- If hosting of the names and email in the US not acceptable, then we would need to start the process to adjust the hosting to Canada immediately. This would result in adhering to the current timelines and still realizing a cost reduction

Option 2:

The approach continues with both Knockri and Plum, but extends the timelines in order to create the randomly generated usernames/email for individuals to completed the application. This allows DND to continue to apply different AI approaches to screening, but extends the selection window past the deadline

- The Option 1 considerations for Knockri would still apply
- Similar to RCN, a randomly generated email would be provided to users for them to complete the Plum assessment, and an Excel based "user key" would allow DND to match the results to the resumes upon completion of the assessment. In this scenario candidates would only be able to access their reports for future use by logging in with the newly created email
- This approach has impacts on candidate experience, but could be mitigated with the detailed communications approach already planned

**Pages 77 to / à 80
are withheld pursuant to section
sont retenues en vertu de l'article**

19(1)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

From:
Sent: December 17, 2020 11:32 AM
To:
Subject: FW: [EXT] Re: DND Outstanding Items
Attachments: Knockri Pilot Study Overview V2.pdf

From: Maaz Rana
Sent: Tuesday, November 17, 2020 12:02 AM
To:
Cc: ANIK.LAMOTHE@forces.gc.ca; Dave Mayers ; ; DENISE.ST-JEAN@forces.gc.ca;
MARTA.WODEJKO@forces.gc.ca; Faisal Ahmed
Subject: [EXT] Re: DND Outstanding Items

Hello Team,

Getting ahead of tomorrow's meeting, please find responses in blue:

Videos:

1) Scripts: Anik will record these today or tomorrow, but we are wondering if you have any standard introduction and closing video scripts or speaking points that would support this activity?

Intro:

"Hi, I'm [insert_name]. Welcome to the [insert_program/position_name] selection experience and thank you for your interest in [insert_business_name]. [insert brief overview of the program/position/assessment].

Today you will be using a software platform called Knockri, you will answer questions using video responses that will be evaluated to determine if you're a strong fit for the role.

We encourage you to think, prepare and rehearse your answers before beginning your recording. Thank you for taking the time to complete this and I wish you the best."

Outro:

"Thank you for participating in this digital assessment. If your responses and skillsets are a good match, you will receive a [method of contact] from our team to discuss interviewing and next steps. The evaluations of your responses may take up to [insert time].

As a reminder, you can always check your status on [insert tracking portal name] where you applied. Once the evaluation is complete we'll update the status of your job application in the portal and may contact you with next steps.

We appreciate your interest in [company name] good luck!"

2) Closed captioning: We understand that you will do the closed captioning – to confirm, you require ~24 hours to do so? So to have the assessment ready for Thursday morning, the videos would need to be recorded by EOD Tuesday?

Correct

3) Invitations:

Text: We'll review the standard text in the platform; assume we can make edits directly in there?

Correct you can do this. You can also create a new template to add french. If you need to offload translation to Knockri, please let us know and have the email completed by Wednesday morning.

4) Timing for prep & questions:

We will confirm the lengths of time; assume we can adjust directly in the platform as well?

Correct

5) I have reviewed the Knockri assessment questions and overall they look good. There are two areas of concern;

Create V&S performance indicators do not depict our definition and effective behaviours. As such the question does not relate to what we traditionally assessed

We have consulted with Dave further, the science team has made the adjustment to better capture the requirement for the role.

Please find attached the updated Pilot Study Overview doc to reflect changes made.

Collaborate with P&S; the question relates to a dispute between colleagues. Should rather focus on managing competing priorities and aligning outcomes. Can we amend?

Question has been amended. Please find attached the updated Pilot Study Overview doc to reflect changes made.

6) We need to land on the timing issue. In terms of reviewing the questions, 1 min prep and 3 minutes answer – with 7 questions (one for each capability and the extra question we've shared), that's a total time of 28 minutes. Please clarify if candidates see one question at a time or can we give them 30 mins to review the questions and then provide 5 mins per answer with a 2 min break in between?

Candidates can take breaks between questions for an unlimited amount of time. They can also close their browsers and return to the same spot in the assessment later.

They see one question at a time. If you would like ample prep time by providing early visibility to the questions, we recommend sharing the questions in the assessment invitation.

7) WRT accommodation, the medical note states that 100% more time should be provided to the candidate. I assume/interpret this to mean twice the amount of time. Can your system accommodate this

Yes definitely. For the time being, we would ask you to share any approved accommodation requests such as these by forwarding the emails to:
support@knockri.com.

In the next few weeks, you will be able to change prep and response time based on individual candidate accommodations yourself via dashboard.

Looking forward to talking through this tomorrow and covering any other questions you may have.

Thanks!

On Mon, Nov 16, 2020 at 5:08 PM

wrote:

Thanks Maaz,

I'll send out an invite for 9-10am to hold the time.

.@Anik and Marta – let me know if that doesn't work on your end.

From: Maaz Rana <m.rana@knockri.com>

Sent: Monday, November 16, 2020 4:46 PM

To: ANIK.LAMOTHE@forces.gc.ca

Cc: Dave Mayers <dave@knockri.com>;

DENISE.ST-JEAN@forces.gc.ca; MARTA.WODEJKO@forces.gc.ca; Faisal

Ahmed <f.ahmed@knockri.com>

Subject: [EXT] Re: DND Outstanding Items

Hello Team,

Happy to discuss these items over a call tomorrow.

Please find below availabilities:

9:00am -10:00am

11:30am - 1:30pm

If these times don't work for you, please let me know ones that do and I'll do our best to make ourselves available.

Talk soon!

Cheers,

On Mon, Nov 16, 2020 at 2:09 PM <ANIK.LAMOTHE@forces.gc.ca> wrote:

Good afternoon Maaz and Dave,

In addition to email, here are further items to be raised and discussed;

1) I have reviewed the Knockri assessment questions and overall they look good. There are two areas of concern;

- Create V& S performance indicators do not depict our definition and effective behaviours. As such the question does not relate to what we traditionally assesse for this competency.
- Collaborate with P&S; the question relates to a dispute between colleagues. Should rather focus on managing competing priorities and aligning outcomes. Can we amend?

2) We need to land on the timing issue. In terms of reviewing the questions, 1 min prep and 3 minutes answer – with 7 questions (one for each capability and the extra question we've shared), that's a total time of 28 minutes. Please clarify if candidates see one question at a time or can we give them 30 mins to review the questions and then provide 5 mins per answer with a 2 mini break in between?

3) WRT accommodation, the medical note states that 100% more time should be provided to the candidate. I assume/interpret this to mean twice the amount of time. Can your system accommodate this?

Marta and I will make ourselves available for a meeting tmr.

Kindly,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
National Defence | Défense nationale
anik.lamothe@forces.gc.ca |

From:

Sent: November 16, 2020 10:30 AM

To: Maaz Rana <m.rana@knockri.com>

Cc: Lamothe A@ADM(HR-Civ) DCEs@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>;

Subject: DND Outstanding Items

Hi Maaz!

As we prepare for the Thursday launch of the assessment, I understand there are a couple decisions that need to be made. Please see our list below along with a couple questions:

1. Videos:
 - a. Scripts: Anik will record these today or tomorrow, but we are wondering if you have any standard introduction and closing video scripts or speaking points that would support this activity?
 - b. Closed captioning: We understand that you will do the closed captioning – to confirm, you require ~24 hours to do so? So to have the assessment ready for Thursday morning, the videos would need to be recorded by EOD Tuesday?
2. Invitations:
 - a. Text: We'll review the standard text in the platform; assume we can make edits directly in there?
3. Timing for prep & questions:
 - a. We will confirm the lengths of time; assume we can adjust directly in the platform as well?
4. Accommodations:
 - a. We've had requests for accommodation, including a requirement for more prep and response time within the platform for an individual – how are you able to address this?

Please let me know if I've missed anything – and if it's easier to schedule a quick call to talk through any of the above.

Thanks so much,

--

M: | deloitte.ca

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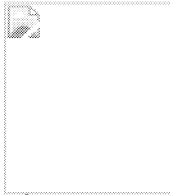
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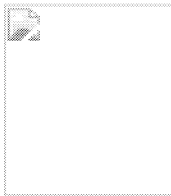
Maaz

COO & Co-founder, Knockri

[416-930-5119](tel:416-930-5119) | m.rana@knockri.com | Knockri.com |

180 John St, Toronto

--



Maaz

COO & Co-founder, Knockri

[416-930-5119](tel:416-930-5119) | m.rana@knockri.com | Knockri.com |

180 John St, Toronto

From: [Lamothe.A@ADM\(HR-Civ\).DCES@Ottawa-Hull](mailto:Lamothe.A@ADM(HR-Civ).DCES@Ottawa-Hull)
Sent: November 17, 2020 5:17 PM
To: [Choi.K@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Choi.K@ADM(HR-Civ).@Ottawa-Hull);
Okenge.YumaMorisho@gov.bc.ca; [Jacqueline Rigg](mailto:Jacqueline.Rigg);
Mauricette.Howlett@cra-arc.gc.ca; [McKay, Maria](mailto:McKay.Maria)
; [Pierre, Paule-Anny](mailto:Pierre.Paule-Anny); Gaveen.Cadotte@pco-bcp.gc.ca
Cc: [Wodejko.M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko.M@ADM(HR-Civ).@Ottawa-Hull); [Watson.M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Watson.M@ADM(HR-Civ).@Ottawa-Hull);
[Power.AR@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Power.AR@ADM(HR-Civ).@Ottawa-Hull)
Subject: DND EX-01 Process Update
Attachments: DND_HR-Civ_Exec Service Staffing_Assessment 1 Meeting Output.pdf

Good evening Panel and Board Members,

Following the communication to candidates last Friday, I am pleased to share with you a few of the positive comments received from some of our candidates:

- ❖ *"Thank you so much and the leadership from DND on this appointment process -- aiming to bring more diversity in EX appointments. I'm grateful for the opportunity to be part of this. I look forward to the next steps!"*
- ❖ *"I am very excited and looking forward working with you and team to achieve a successful process !"*
- ❖ *"Thank you for reaching out. I look forward to connecting and sharing my experiences."*
- ❖ *"I am very pleased to be part of your recruitment process and look forward to demonstrating my skills and experience during the next phase."*

I have received about 100 similar emails and I believe this reflects the reach we have achieved via our recruitment and communication efforts and the excitement and engagement felt by our pool of applicants. Great initial feedback regarding candidate experience!

You will also find enclosed, for your perusal, a document outlining key decision markers regarding the Knockri assessment tool, which will be sent to candidates for completion on Thursday November 19th. As always, we welcome your feedback, thoughts and ideas.

Merci beaucoup,

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs
 Director Civilian Executive Services | Directeur services aux cadres supérieurs civils
 National Defence | Défense nationale
anik.lamothe@forces.gc.ca | C - 343-543-3640

Department of Defence – Human Resources (Civilian)

Executive Staffing Pilot – Third Party Consent Survey

Survey link: https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt

Survey text:

Thank you for your interest in participating in the Department of National Defence - Human Resources (Civilian) selection process. To support this process, should you choose to continue, your information will be collected and stored by third-party vendors to conduct online assessments. Your name and e-mail address will be stored in the U.S., and all assessment responses and results will be stored in Canada. Data will be used solely for the purpose of the selection process.

To proceed with the selection process, please indicate your consent to having third parties collect and store your personal information, by completing the form below by Tuesday, November 17 at 12 p.m. EST.

I consent to the third party collection and storage of my personal information:

- Yes
- No

Please enter your contact information:

- First Name
- Last Name
- E-mail Address

If “No” is selected, participant is redirected to the following question to confirm:

You have indicated that you do NOT consent to third part collection and storage of your information. If this was done in error, please select option A below to return to the previous page. If correct, please select option B below and press 'submit'.

- A. Return to start of form to correct consent response.
- B. Confirmed, I do NOT consent to the third party collection and storage of my personal information.

Thank you for submitting this form.

If you have consented, you will receive an invitation to complete the first assessment on November 18th.



National
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ASSISTANT DEPUTY MINISTER (HUMAN RESOURCES — CIVILIAN)



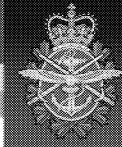
Executive Staffing: Assessment #1 Meeting Output

17 November 2020



Canada

Summary



Background

Executive staffing pilot: The Department of National Defence: Human Resources – Civilian, launched a pilot approach for Executive Staffing which aims to embrace both inclusivity and technology in its executive hiring process. Instrumental to this pilot is the use of a third-party assessment platform that will administer assessments in the selection process for executive roles, of which 471 applications have been received.

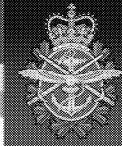
Assessment parameters: A meeting to discuss and establish the parameters for the assessment was held on November 12, and was attended by DND, Deloitte, and the assessment vendor, Knockri.

This document provides a summary of the key topics and decisions that were made.

Design Decision	High-level rationale
#1: Assess against GoC's Key Leadership Competencies using Knockri-developed questions	<ul style="list-style-type: none"> Assesses GoC's KLCs using existing scientifically-validated questions
#2: Optimize the candidate experience using Knockri's platform:	
a) Use Knockri's in-platform invitations	<ul style="list-style-type: none"> Enhances the candidate experience and leverage Knockri's tried and tested communications
b) Create an introductory video to welcome participant	<ul style="list-style-type: none"> Enhances the candidate experience and highlight the importance of inclusivity, diversity, and reducing bias
c) Provide candidates with 3 minutes to prepare and up to 5 minutes to respond to each question	<ul style="list-style-type: none"> Provides real-time opportunity to prepare responses, and sufficient amount of time to effectively respond to each question, while still providing a fair and equitable experience
d) Add an unscored question asking the candidate about their interest in the role and their career goals	<ul style="list-style-type: none"> Maintains consistency with current interview process and potentially provides decision-makers with supplementary information
e) Create a closing video to thank participants	<ul style="list-style-type: none"> Enhances the candidate experience and personalizes the experience
#3: Do not provide questions to candidates in advance of assessment	<ul style="list-style-type: none"> Platform provides in-assessment time to prepare, creating equal preparation time for all
#4: Do not include 'retry' questions	<ul style="list-style-type: none"> Mitigates any perceived or real unfairness that may be created by alternative or multiple attempts at questions



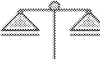



Please see the remainder of this document for further background and details on each of the above decisions.

Design Decision #1



Assess against GoC's Key Leadership Competencies using Knockri-developed questions

The Government of Canada has six **Key Leadership Competencies (KLCs)** that define the behaviours expected of leaders in Canada's Public Service. They serve as the criteria for first-round selection as part of this pilot. Knockri reviewed these capabilities and has selected a question for each based on its scientifically valid approach:

Key Leadership Competency	Behavioural Question	Decision Rationale:
 Create Vision and Strategy		<ul style="list-style-type: none"> By using KLCs, the assessment is aligned to requirements of all public service leaders The questions are designed by Knockri's I-O Psychologist and are scientifically-valid These are out-of-the-box questions developed by Knockri, being used for adherence to tight timelines during the pilot Knockri's platform and questions can be further customized but would require additional time, and can be revisited post-pilot, informed by results
 Mobilize People		
 Uphold Integrity and Respect		
 Collaborate with Partners and Stakeholders		
 Promote Innovation and Guide Change		
 Achieve Results		

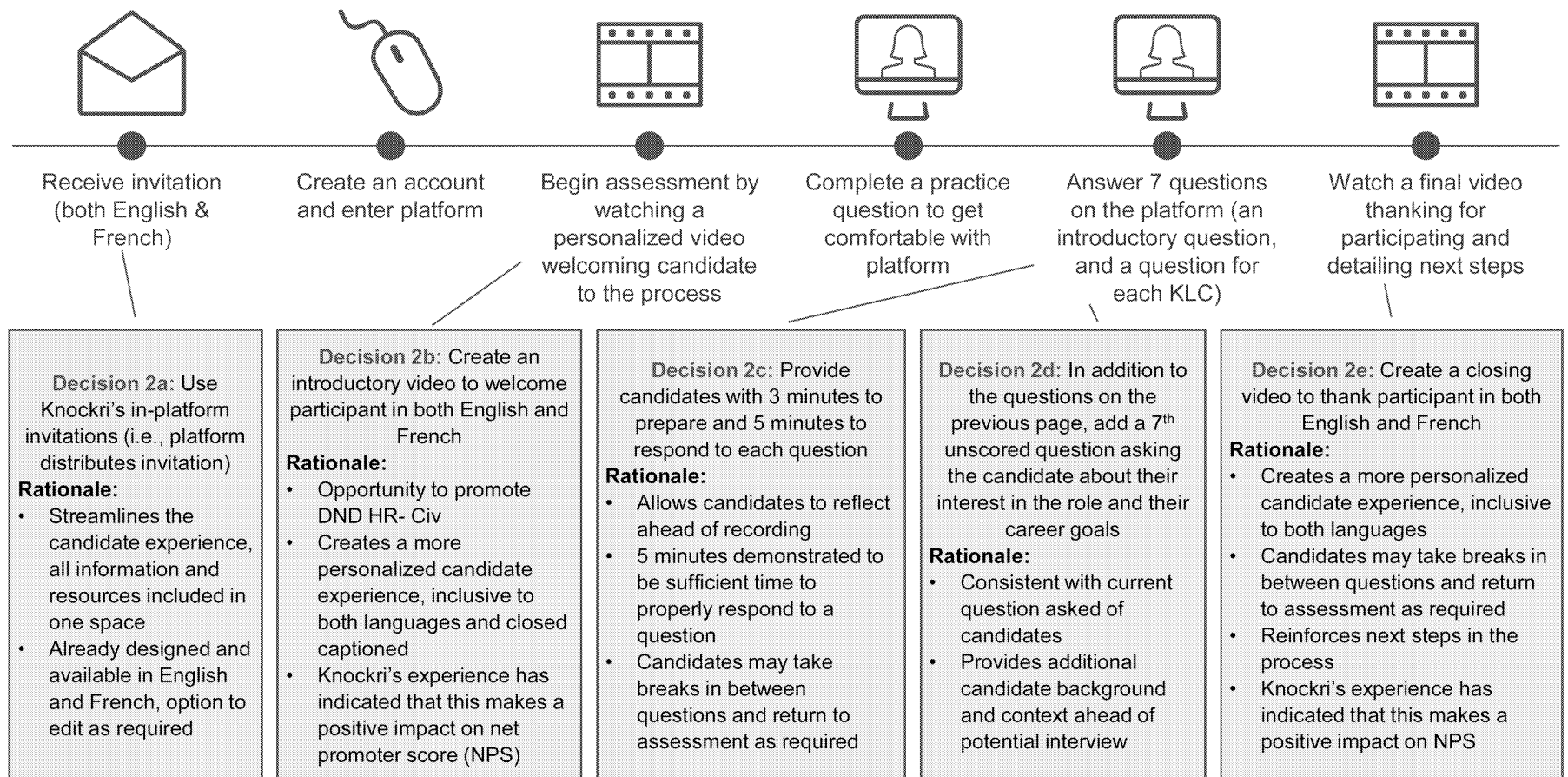
Source: Government of Canada: <https://www.canada.ca/en/treasury-board-secretariat/services/professional-development/key-leadership-competency-profile/examples-effective-ineffective-behaviours.html>

Design Decision #2

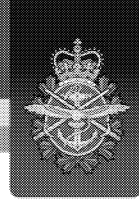


Optimize the candidate experience using Knockri's platform

Knockri's platform allows for customization and a seamless candidate experience throughout the assessment process. Specific decisions along the process are outlined below:



Design Decision #3



Do not provide questions to candidates in advance of assessment

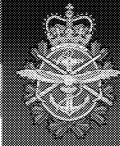
DND's current practice is to provide candidates with a list of interview questions to on which to reflect and make notes approximately 30 minutes before an interview. Knockri's platform provides candidates defined preparation time within the assessment prior to recording their response to each question.

Decision: Do not provide questions to candidates in advance of the assessment, and instead leverage the platform's capability to provide candidates 3 minutes of prep time ahead of recording their responses to each question.

Rationale:

- Since the invitation is sent and then candidates have four days to complete the assessment, it would be difficult to control the length of time candidates take to prepare
- Within-platform option allows for:
 - Sufficient time to reflect and prepare for a 5-minute question response
 - Same timing provided to all, controlled automatically by the platform, ensures equal time opportunity for all (with optionality for those requiring accommodations to be met)
 - Supported by Knockri I-O Psychologist as an approach that optimally balances adequate preparation time with the risks of undue cognitive burden that can result from too much preparation time
 - Candidates may take breaks in between questions and return to assessment as required

Design Decision #4



Do not include 'retry' questions

Knockri's platform includes the option to provide alternative 'retry' questions for each question asked of candidates. If a candidate is dissatisfied with their response to the first question, they can be given the option to answer a comparable (but not identical) question designed to measure the same underlying behaviours and skills. The response to the 'retry' question is then scored and replaces the result of the initial question. The platform could support allowing candidates to retry answering the same question.

Decision: Do not give candidates the option to retry questions (either the same or a comparable question) – all candidates will be given the same set of questions and one chance to respond to each.

Rationale:

- Candidates are all given time prior to responding to each question to consider and prepare their responses
- Candidates are encouraged to take advantage of a tutorial and practice questions within the assessment platform prior to beginning to experience the process and get comfortable with the technology and format
- Mitigates any possible concern over comparability of responses to two different questions forming basis of assessment score
- Mitigates any possible unfairness should some candidates not have the time to retry questions and others do
- Creates an equal process and experience for all

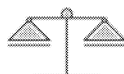
Appendix: KLCs



Create Vision and Strategy: Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and government-wide priorities and improve outcomes for Canada and Canadians.



Mobilize People: Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.



Uphold Integrity and Respect: Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.



Collaborate with Partners and Stakeholders: Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.



Promote Innovation and Guide Change: Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take change in their stride, aligning and adjusting milestones and targets to maintain forward momentum.



Achieve Results: Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

**Pages 96 to / à 110
are withheld pursuant to section
sont retenues en vertu de l'article**

20(1)(b)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

From: [Lamothe A@ADM\(HR-Civ\)_DCES@Ottawa-Hull](mailto:Lamothe_A@ADM(HR-Civ)_DCES@Ottawa-Hull)
Sent: November 13, 2020 2:10 PM
To:
Cc: [Wodejko M@ADM\(HR-Civ\)_@Ottawa-Hull](mailto:Wodejko_M@ADM(HR-Civ)_@Ottawa-Hull);
Subject: [EXT] RE: DND Exec Staffing - Touchpoint - Summary & Action Items

Thank you !

From:
Sent: November 13, 2020 2:07 PM
To: Lamothe A@ADM(HR-Civ)_DCES@Ottawa-Hull
Cc: Wodejko M@ADM(HR-Civ)_@Ottawa-Hull ;
Subject: RE:DND Exec Staffing - Touchpoint - Summary & Action Items

Thank you Anik!

I have updated the survey with the French translation and the English edits. The URL remains the same and is active, so ready whenever the communication is sent to participants.

If you receive any questions from candidates experiencing any issues with Qualtrics, please direct them to me. I've run many surveys using this tool and don't typically encounter any problem, but you never know!

Please let me know if there is anything else we can do to support.

Thanks again,

From: ANIK.LAMOTHE@forces.gc.ca <ANIK.LAMOTHE@forces.gc.ca>
Sent: Friday, November 13, 2020 1:45 PM
To:
Cc: MARTA.WODEJKO@forces.gc.ca
Subject: [EXT] RE: DND Exec Staffing - Touchpoint - Summary & Action Items

Hi

Here is the translated survey enclosed. Please note the red amendments to the English version as well, to be made if possible. Let me know If you need anything else from me today.

Thank you kindly,

Anik

From:
Sent: November 13, 2020 1:29 PM
To: Lamothe A@ADM(HR-Civ)_DCES@Ottawa-Hull

<ANIK.LAMOTHE@forces.gc.ca>

Subject: RE:DND Exec Staffing - Touchpoint - Summary & Action Items

Hi Anik!

Thanks for clarifying - the wording in the consent survey also needs to be translated – once you provide that, I can quickly put it into the tool and get that ready to go 😊

From: ANIK.LAMOTHE@forces.gc.ca <ANIK.LAMOTHE@forces.gc.ca>

Sent: Friday, November 13, 2020 1:23 PM

To:

Subject: [EXT] RE: DND Exec Staffing - Touchpoint - Summary & Action Items

Hi

can you please confirm I only have the comms to candidates to translate today correct? What about the consent link wording?

Thanks!

Anik

From: Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull

Sent: November 13, 2020 12:46 PM

To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Subject: Re: DND Exec Staffing - Touchpoint - Summary & Action Items

Hi Denise

Will get this to you

ASAP. Marta was aware sorry...

Anik Lamothe, M.Sc.

Senior Executive Services Advisor | Conseillère des Services aux cadres supérieurs

Director Civilian Executive Services | Directeur services aux cadres supérieurs civils

National Defence | Défense nationale

From:

Sent: November 13, 2020 10:39 AM

To:

Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>

Subject: RE:DND Exec Staffing - Touchpoint - Summary & Action Items

Hi everyone,

Thanks for a productive meeting this morning.

To confirm, our current timelines remain largely unchanged with minor tweaks:

- **Today:** Communication with consent link out to candidates
- **Wednesday November 18:** Deadline to provide consent
- **Thursday November 19:** Knockri invitation sent
- **Sunday November 22:** Deadline to complete assessment
- **Tuesday November 24:** Decision meeting
- **Wednesday November 25:** Knockri round 2 invitation sent
- **Saturday/Sunday November 28/29:** Knockri round 2 deadline
- **Wednesday Dec 2:** Decision meeting, begin scheduling interviews
- **Week of Dec 7:** Interviews begin

Here is a summary of today's action items:

- to update the consent survey language & share text (attached, link here:
https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt)
- to share Knockri T&Cs (attached)
- to update latest version of SOW
- Anik to update candidate communication (including clear disclaimer – "your name and e-mail will be stored in the US, assessment results will be retained and stored in Canada")
- Denise to share relevant details internally re: privacy
- Anik to get material translated
- to add French to survey
- Anik to distribute candidate communication

Please let me know if I've missed anything.

Thanks and speak soon,

-----Original Appointment-----

From:

Sent: Tuesday, November 10, 2020 3:01 PM

To:

ANIK.LAMOTHE@forces.gc.ca; MARTA.WODEJKO@forces.gc.ca;
DENISE.ST-JEAN@forces.gc.ca

Subject: DND Exec Staffing - Touchpoint

When: Friday, November 13, 2020 9:30 AM-10:00 AM (UTC-05:00)
Eastern Time (US & Canada).

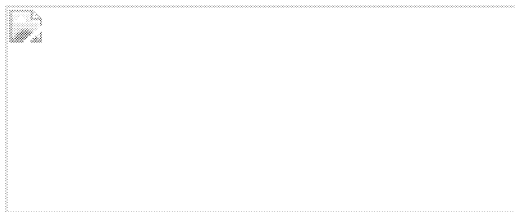
Where: Zoom meeting ID: 939 3810 1616; Password: 921191

Hi Marta & Anik,

Setting up some time to discuss updates and new items, including:

1. Follow-up on Knockri meeting, technology data hosting
2. Communications
3. Meetings
4. Outstanding decisions

5. Status of assessment prep

Join Meeting

Password:

Phone one- Canada:

tap: +16475580588, 93938101616# 921191 or
+17789072071, 93938101616# 921191**Join by Telephone**

Dial:

Canada: +1 647 558 0588 or +1 778 907
2071 or +1 204 272 7920 or +1 438 809 7799
or +1 587 328 1099 or +1 613 209 3054 or
+1 647 374 4685Chile: +56 41 256 0288 or +56 22 573 9304
or +56 22 573 9305 or +56 23 210 9066 or
+56 232 938 848US: +1 213 338 8477 or +1 312 626 6799 or
+1 646 518 9805 or +1 720 928 9299

Meeting ID: 939 3810 1616

Password:

International numbers

Zoom technology includes options for recording a meeting. If a meeting is being recorded, an audio and/or visual warning will be provided when you join a recorded meeting. A warning will also be provided if recording commences after you have joined the meeting. If you continue to participate in the meeting following these warnings, your participation will serve as your express consent to such recording.

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From: Hodges PJ@Corp Sec DAIP@Ottawa-Hull
Sent: November 13, 2020 9:40 AM
To: Carozza L@Corp Sec DAIP@Ottawa-Hull
Subject: RE: Seeking Your Advice - Privacy

Here are my initial thoughts:

1. The existing standard PIB (PSE 902 – Staffing; <https://www.canada.ca/en/treasury-board-secretariat/services/access-information-privacy/access-information/information-about-programs-information-holdings/standard-personal-information-banks.html#pse902>) would seem to allow for this (in general); as part of the Consistent Uses, it says that the information collected within the scope of the PIB “may also be shared with third party service providers to manage recruitment initiatives”.
2. As the compliance elements would seem to be acceptably addressed, this is therefore an issue of risk... and as we’ve discussed, risk is the AOR of the officials responsible for the program. While DAIP has no authority to say “go/no-go” as far as risk is concerned, I would make the following anecdotal comments;
 - a. Any contract with the 3rd parties should include all relevant contract clauses governing the control and use of personal information from the SACC manual; however
 - b. These clauses are of limited effect when imposed on extra national partners, and can’t override any legal framework in foreign jurisdictions;
 - c. While there are some superficial differences between the two contractors, I doubt if the residency of the data in Canada would create much of a barrier if the government of the nation where the company is HQ’ed (or even where they do business) compels the information under relevant legislation; therefore
 - d. The option to mask the identities of the candidates might be an effective tool to limit the exposure of PI... this would have effect not only in the case of information being sought by foreign government institutions (and in fact, might not even be effective in this area, as any order compelling the information might also compel the “key”), but also might limit risks to information “in transit” and “at rest” outside of DND/CAF infrastructure.

Ultimately this seems to be a matter for the OPI to decide, based on their calculation of risk vs benefit; a calculation that should also take into account the (apparently) clear notification provided to the candidates, and the subsequent consent to participate received in return (whether this consent is viewed as “free” since the alternative is discontinuation of consideration, is a matter for legal advisors). It would also appear that the information in question isn’t substantially different than that which a candidate might provide to such 3rd party assessment companies (i.e. head hunters) in private sector situations... however this is impossible to confirm, as I don’t believe we’ve been provided with any detail or summary of what information will be collected.

We can talk about this once you’re available (after 11:30) if you want.

Pat

Policy and Governance, Directorate Access to Information and Privacy (DAIP)
 BB – 343-550-9668
patrick.hodges@forces.gc.ca

A0473630_1-000116

Politique et gouvernance, Direction de l'accès à l'information et de la protection des
renseignements personnels (DAIPRP)
BB – 343-550-9668
patrick.hodges@forces.gc.ca

From: Carozza L@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 5:08 PM
To: Hodges PJ@Corp Sec DAIP@Ottawa-Hull <PATRICK.HODGES@forces.gc.ca>
Subject: FW: Seeking Your Advice - Privacy

FYSA

From: Finn D@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 4:34 PM
To: Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Ok just give her your assessment of response time

D

From: Carozza L@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 4:18 PM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Ack receipt and (just) tasked to the enquiries team.

My initial assessment is that she will not have a response by tomorrow. The communications document is quite lengthy...

I will engage with Denise tomorrow and provide her with an estimate for a response from DAIP.

From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull
Sent: November 12, 2020 3:35 PM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>
Cc: OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

So sorry... thought I had pressed send earlier today and only just now realized this was still sitting in my drafts.

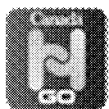
Hi ladies,
As discussed, here is the contract and communication that we discussed today.

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

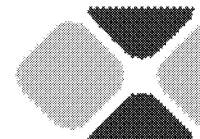
Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677



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From: Finn D@Corp Sec DAIP@Ottawa-Hull

Sent: November 12, 2020 10:53 AM

To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>

Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Telecall better today

Lisa, can you attend?

D

From: Wodejko M@ADM(HR-Civ)@Ottawa-Hull

Sent: November 12, 2020 10:04 AM

To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>

Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Hi, yes – thanks so much – I'll schedule.

Are you ok with MS Teams or prefer telecom?

From: Finn D@Corp Sec DAIP@Ottawa-Hull

Sent: November 12, 2020 10:02 AM

To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>

Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Hi Marta

I can talk to you at 11. That work?

Deirdra

From: Wodejko M@ADM(HR-Civ)@Ottawa-Hull
Sent: November 12, 2020 9:13 AM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>
Subject: Seeking Your Advice - Privacy

Hi, I hope you took some time for Remembrance Day yesterday.

I was wondering if yourself or a member of your team might be available to assist me as well as my colleague, Denise St-Jean, Director Digital HR.

As you might be aware, in September, we launched an EX-01 process, with the objective of increasing the representation of visible minorities within the EX-01 cadre. We are exploring innovative tools and technology to ensure a positive applicant experience as well as quality of hire. There are two vendors specifically that are available to support competency assessment as well as psychometric assessment. Although both companies are Canadian, they both host their data in the US.

I am therefore seeking your help in assisting us to determine the risks and whether these are platforms that we can pursue. We are scheduled to send information to the candidates this week and unexpectedly this has come-up.

I'm including in the email, options that are being provided to us for additional info.

Thank you and looking forward to hearing from you,
 Marta

Overview of the platforms residency:

1. Knockri hosts the assessment results in Canada, including all videos and written results, however; their platform retains a name and email (encrypted and anonymized) in their core platform which is in the US on Microsoft Azure. They do have an option to migrate the names and emails to their Canadian instance as well, but it would take roughly 2 weeks
2. Plum hosts their entire platform in the US on AWS (again, encrypted and anonymized), and does not have a way to host data in Canada. For their pilot with the RCN, they provided randomly generated emails to existing personnel for them to complete the assessment, but each member knew the purpose of the email and it was managed through additional communications. The RCN use case is not for applicants to a posting, but rather for internal usage.

Option 1:

The approach proceeds with Knockri, and omits Plum from the screening. This ensures that DND is still applying AI to their screening process and leveraging automation to increase efficiency in screening. DND will still be able to get to a quality candidate and proceed with interviews as planned

- If hosting of names and emails in the US is acceptable, then this approach will also reduce 1 week from the timeline, and decrease costs
- If hosting of the names and email in the US not acceptable, then we would need to start the process to adjust the hosting to Canada immediately. This would result in adhering to

the current timelines and still realizing a cost reduction

Option 2:

The approach continues with both Knockri and Plum, but extends the timelines in order to create the randomly generated usernames/email for individuals to completed the application. This allows DND to continue to apply different AI approaches to screening, but extends the selection window past the deadline

- The Option 1 considerations for Knockri would still apply
- Similar to RCN, a randomly generated email would be provided to users for them to complete the Plum assessment, and an Excel based “user key” would allow DND to match the results to the resumes upon completion of the assessment. In this scenario candidates would only be able to access their reports for future use by logging in with the newly created email
- This approach has impacts on candidate experience, but could be mitigated with the detailed communications approach already planned

From: Carozza L@Corp Sec DAIP@Ottawa-Hull
Sent: November 13, 2020 11:16 AM
To: [St-Jean D@ADM\(HR-Civ\) Dir DHR@Ottawa-Hull](mailto:St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull)
Cc: Hodges PJ@Corp Sec DAIP@Ottawa-Hull
Subject: RE: Seeking Your Advice - Privacy

Hi Denise,

I confirm receipt of this email and attachments.

My team is reviewing this information now. Pat Hodges (at cc) will be in touch early next week with a response.

Kind regards,

Lisa

Lisa Carozza
Deputy Director Strategic Policy & Planning, Directorate Access to Information and Privacy (DAIP)
National Defence / Government of Canada
Lisa.Carozza@forces.gc.ca / Cel: 613-402-3624

Directrice adjointe, Politique stratégique et planification, Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)
Défense nationale / Gouvernement du Canada
Lisa.Carozza@forces.gc.ca / Cel: 613-402-3624

From: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull
Sent: November 12, 2020 3:35 PM
To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>
Cc: OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

So sorry... thought I had pressed send earlier today and only just now realized this was still sitting in my drafts.

Hi ladies,
As discussed, here is the contract and communication that we discussed today.

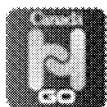
Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677

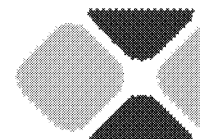
A0473651_1-000121



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1-833-RHR-MDND



From: Finn D@Corp Sec DAIP@Ottawa-Hull

Sent: November 12, 2020 10:53 AM

To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>

Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>; Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>

Subject: RE: Seeking Your Advice - Privacy

Telecall better today

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Sent: November 12, 2020 10:04 AM

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Hi Marta

I can talk to you at 11. That work?

Deirdra

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Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ)

DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>

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A0473651_3-000123

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From: [Carozza L@Corp.Sec.DAIP@Ottawa-Hull](mailto:Carozza.L@Corp.Sec.DAIP@Ottawa-Hull)
Sent: November 12, 2020 4:02 PM
To: [Hodges PJ@Corp.Sec.DAIP@Ottawa-Hull](mailto:Hodges.PJ@Corp.Sec.DAIP@Ottawa-Hull)
Cc: [Ballantyne AC@Corp.Sec.DAIP@Ottawa-Hull](mailto:Ballantyne.AC@Corp.Sec.DAIP@Ottawa-Hull)
Subject: FW: Seeking Your Advice - Privacy
Attachments: Contract Award Notice - W6369-200130; DND_HR-Civ_Exec Service Staffing_Comm Key Points_Nov12_v01.docx

Hi Pat,

As mentioned under separate cover, HR is seeking review of the contract and associated privacy notice for EX-01 candidates. A quick review of the word doc suggests this is not a standard privacy notice but several intended communications. DAIPs review should be limited to notices to the candidates (in my opinion).

Once you have a chance to review, please provide an estimate for when DAIP can reasonably be expected to provide a response.

Let me know if you want to discuss in the morning.

Thanks,

Lisa

Lisa Carozza
Deputy Director Strategic Policy & Planning, Directorate Access to Information and Privacy (DAIP)
National Defence / Government of Canada
Lisa.Carozza@forces.gc.ca / Cel: 613-402-3624

Directrice adjointe, Politique stratégique et planification, Direction de l'accès à l'information et de la protection des renseignements personnels (DAIPRP)
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Subject: RE: Seeking Your Advice - Privacy

So sorry... thought I had pressed send earlier today and only just now realized this was still sitting in my drafts.

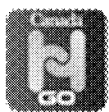
Hi ladies,
As discussed, here is the contract and communication that we discussed today.

Denise St. Jean

Director – Digital Human Resources

Directrice – Ressources humaines numériques

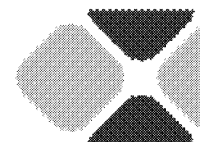
Denise.St-Jean@forces.gc.ca / Mobile 343-551-3677



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From: Carozza L@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 12:43 PM
To: ++ATIP Governance-Gouvernance AIPRP@Corp Sec DAIP@Ottawa-Hull
Cc: Ballantyne AC@Corp Sec DAIP@Ottawa-Hull; Hodges PJ@Corp Sec DAIP@Ottawa-Hull
Subject: FW: Seeking Your Advice - Privacy

This will be a new GC once info is received from HR.

I was not on the original call with HR but had a debrief from Deirdra.

BLUF: HR has already signed a contract (objective and details described in original email below). It is not clear at this time whether the contract included standard (privacy) SACC clauses. They will be forwarding the contract and a draft privacy notice for DAIPs review. While they have stated this is urgent (HR hoped to launch the EX-01 process next week) I have noted that it is currently Thursday afternoon and that it may not be reasonable to expect an immediate response. I have advised that we will see what we can do, but a response early next week is more likely realistic.

Lisa

From: Finn D@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 12:23 PM
To: Carozza L@Corp Sec DAIP@Ottawa-Hull <LISA.CAROZZA@forces.gc.ca>; Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>
Cc: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull <DENISE.ST-JEAN@forces.gc.ca>; OConnell JG@Corp Sec DAIP@Ottawa-Hull <JOHN.OCONNELL@forces.gc.ca>; Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull <ANIK.LAMOTHE@forces.gc.ca>
Subject: RE: Seeking Your Advice - Privacy

Just briefed Lisa

Her team is ready to review contract clauses and disclaimer.

Deirdra

From: Carozza L@Corp Sec DAIP@Ottawa-Hull
Sent: November 12, 2020 11:38 AM
To: Wodejko M@ADM(HR-Civ)@Ottawa-Hull <MARTA.WODEJKO@forces.gc.ca>; Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
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Subject: RE: Seeking Your Advice - Privacy

Am on call with CFLA at the moment.

From: Wodejko M@ADM(HR-Civ)@Ottawa-Hull
Sent: November 12, 2020 10:56 AM

To: Finn D@Corp Sec DAIP@Ottawa-Hull <DEIRDRA.FINN@forces.gc.ca>
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Great – just sent updated invite.

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To: St-Jean D@ADM(HR-Civ) Dir DHR@Ottawa-Hull
Cc: Wodejko M@ADM(HR-Civ).@Ottawa-Hull;
Lamothe A@ADM(HR-Civ) DCES@Ottawa-Hull
Subject: Data Residency Follow-up

Hi Denise,

I just wanted to follow-up on the data residency for our proposed approach. We have gone back to the vendors with various questions to see what would work, and in the end, below are some options that may, or may not align

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- This approach has impacts on candidate experience, but could be mitigated with the detailed communications approach already planned

Ultimately we are able to support any of the above approaches, but would look for direction before adjusting the approach.

Thanks Denise,

Deloitte

– Workforce Transformation

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Please consider the environment before printing.

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Knockri - Candidate Terms and Conditions

<BUSINESS NAME> has engaged Knockri Inc. ("Knockri") to enable Video Assessments and/or to collect candidate's videos, audio recordings, essays, and/or answers to specific questions (such videos, audio recordings, essays, and/or answers are referred to as "Content") for the purpose of employment screening by <BUSINESS NAME> and as otherwise set forth herein.

The Video Assessment to be conducted by Knockri for <BUSINESS NAME> may be recorded by <BUSINESS NAME> or Knockri. Those recordings will be accessed by <BUSINESS NAME> internal recruiters, hiring managers, potential managers in the hiring organization and the associated technical and Human Resources supporting staff.

By clicking the link (and registering with Knockri), you acknowledge that the Video Assessment may be recorded or retained by <BUSINESS NAME> or Knockri. <BUSINESS NAME> will handle and use the information obtained through the Video Assessment (including the recording and Content) in accordance with its internal HR and recruiting policies and as set forth in <BUSINESS NAME>'s terms and conditions, which you previously agreed to when you applied to <BUSINESS NAME> (enter link for reference).

You hereby waive your right to make any claim or demand or bring any causes of action against <BUSINESS NAME> and Knockri, and hereby release and discharge <BUSINESS NAME> and Knockri from all claims, causes of action, or demands, relating to, arising out of or in connection with conducting a Video Assessment with you or the use of your Video Assessment and/or Content for the purposes of employment screening.

You acknowledge that Knockri may provide rating tools to <BUSINESS NAME> in conjunction with its platform, the Video Assessments it conducts and the Submissions that it collects, but that all evaluation criteria and hiring decisions are at the sole discretion of <BUSINESS NAME> and you shall not hold Knockri liable for any such criteria or decisions.

You acknowledge that there is no guarantee that <BUSINESS NAME> will offer you employment at any time and/or for any specific length of time. You also acknowledge that at any point in time while using the Knockri service, <BUSINESS NAME> may, in its sole discretion and for any lawful reason, cease the interview or screening process.

During <BUSINESS NAME>'s screening process, you may be asked to submit a video, write an essay, and/or answer specific questions for <BUSINESS NAME> to review. The video, essay, and/or answers provided by you are referred to as "Content". You agree that you will not share any questions asked by <BUSINESS NAME> with anyone else. You hereby grant and transfer to <BUSINESS NAME> all rights, title, and interest in and to all Content resulting from the Video Assessment. You further grant Knockri the rights to do the following with your Content: i) collect and store (in accordance with its privacy policy and <BUSINESS NAME>'s instructions), ii) display in its platform as required by <BUSINESS NAME>, iii) access for the purpose of providing its platform and services to <BUSINESS NAME> (e.g., to provide customer service), and iv) access for the purpose of research activities in compliance with applicable privacy laws and regulations.

You certify that: (i) you have read and understand these Candidate Terms and Conditions, (ii) you have

voluntarily agreed to participate in the Video Assessment and provide Content, and (iii) any Content that you provide are your own original work and are not copied from any other sources.

These Candidate Terms and Conditions contain the entire and complete agreement concerning your participation in the Video Assessment.

Important: If you do not agree to participate in the Video Assessment, exit the assessment and contact your <BUSINESS NAME> recruitment representative.

To proceed to the Video Assessment, Terms and Conditions must be accepted.

Department of National Defence: Human Resources - Civilian

November 11, 2020

Executive Staffing Pilot Communications

The following communications will be required to support the delivery of the Executive Staffing Pilot

Audience	Topic(s)	Target Delivery
Hiring Managers	*Inform of process, activities, save the date	Nov 12
Candidates	*Inform of process, 3 rd party permission and privacy	Nov 13
HR Connect team	*Inform of background, process, support details	Nov 13-16
Calibration participants	*Inform of purpose, process, including link	Nov 17
Hiring Managers	*Invitation to Unconscious Bias training	Nov 18
Candidates	*Invitation to assessment #1	Nov 18
Candidates	*Decision: Proceed to next step (assessment #2)	Nov 25
Candidates	Decision: Do not proceed	Nov 25
Candidates	*Invitation to assessment #2	Nov 25
Candidate	Decision: Proceed to interviews	Dec 2
Candidate	Decision: Do not proceed	Dec 2
Candidate	Interview scheduling	Dec 2

***Communication key points:** To support communications efforts, Deloitte will provide key points to include in messaging. These are provided on the following pages of this document.

Communication Key Points

Hiring Managers - Introduction (target Nov 12) – Knockri & Plum

- Continuing our commitment and efforts toward diversity, equality and inclusion, we are beginning work to enhance the candidate experience and outcomes of our executive staffing process
- To achieve this, over the next month we will be partnering with third-party vendors to:
 - Pilot two online A.I. assessments to support the shortlisting of candidates for a currently open position(s) [name actual position?]
 - Provide unconscious bias training to Hiring Managers
- Following this, we will be reviewing the results of these efforts, and looking at how this might be integrated to all Executive Staffing going forward
- **The pilot selection process:**
 - For the pilot, candidates [applying to [role]] will participate in up to three rounds of selection:
 1. **Week of November 16:** All candidates complete assessment #1 (Knockri - <https://knockri.com/>)
 2. **Week of November 23:** Shortlisted candidates complete assessment #2 (Plum - <https://www.plum.io>)
 3. **Week of December 7:** Final shortlisted candidates complete an interview (per current processes)
 - Throughout the process, the assessments will be calibrated and quality assurance will be conducted on results to ensure alignment with DND values, guidelines and criteria
- **Your role as a Hiring Manager:**
 - As a Hiring Manager, you may be asked to participate in one or more of the following:
 1. **Week of November 16 - Calibration:** To ensure the assessments optimally capture the DND context and specific role requirements, some Hiring Managers will be asked to complete a brief 20-minute calibration survey
 2. **Week of November 23/30 (TBC) - Unconscious bias training:** To give Hiring Managers the knowledge and tools needed to reduce the instance of bias and enhance inclusivity throughout the selection process, you will be asked to participate in a 45-60-minute virtual training session.
 3. **Week of December 7 - Candidate interviews & hiring decision:** As per the current process, relevant Hiring Managers will conduct virtual interviews with the final shortlisted candidates and inform a hiring decision. Calendar placeholders will be sent shortly, as applicable. Please ensure your availability for this week.
- If you have any questions, please reach out to Anik Lamothe (anik.lamothe@forces.gc.ca)
- Thank you for your support
- We look forward to working with you throughout this important effort

Hiring Managers - Introduction (target Nov 12) – Knockri Only

- Continuing our commitment and efforts toward diversity, equality and inclusion, we are beginning work to enhance the candidate experience and outcomes of our executive staffing process
- To achieve this, over the next month we will be partnering with third-party vendors to:
 - Pilot an online A.I. assessment to support the shortlisting of candidates for a currently open position(s) [name actual position?]
 - Provide unconscious bias training to Hiring Managers

Department of National Defence: Human Resources – Civilian

November 11, 2020

- Following this, we will be reviewing the results of these efforts, and looking at how this might be integrated to all Executive Staffing going forward
- **The pilot selection process:**
 - For the pilot, candidates [applying to [role]] will participate in up to two rounds of selection:
 1. **Week of November 16:** All candidates complete online assessment (Knockri - <https://knockri.com/>)
 2. **Week of November 30 / December 7:** Shortlisted candidates complete an interview (per current processes)
 - Note that the assessment will be calibrated and quality assurance will be conducted on results to ensure alignment with DND values, guidelines and criteria
- **Your role as a Hiring Manager:**
 - As a Hiring Manager, you may be asked to participate in the following:
 1. **Week of November 23/30 (TBC) - Unconscious bias training:** To give Hiring Managers the knowledge and tools needed to reduce the instance of bias and enhance inclusivity throughout the selection process, you will be asked to participate in a 45-60-minute virtual training session.
 2. **Week of November 30/December 7 (TBC) - Candidate interviews & hiring decision:** As per the current process, relevant Hiring Managers will conduct virtual interviews with the shortlisted candidates and inform a hiring decision. Calendar placeholders will be sent shortly, as applicable. Please ensure your availability for this week.
- If you have any questions, please reach out to Anik Lamothe (anik.lamothe@forces.gc.ca)
- Thank you for your support
- We look forward to working with you throughout this important effort

Commented [AA1]: Dates may change based on final decisions

Candidates – Introduction & 3rd party consent (target Nov 13) - Knockri & Plum

Subject line: [Role Title] (ACTION REQUIRED)

- Thank you for your interest and application
- We would like to invite you to continue in our selection process
- Candidates are asked to participate in a 3-step gated process that leverages two innovative online assessment platforms:
 1. **Week of November 16 – Assessment platform #1 (Knockri):** We want to better understand your skills, capabilities, and experience. To do this, we are leveraging a platform that will capture your video, audio and/or written responses to a series of standardized questions.*
 2. **Week of November 23 – Assessment platform #2 (Plum):** If your application is retained for further consideration, you will be invited to show us your competencies. This is completed through a second online assessment platform that gets to the core of the competencies you will need to be successful in this role.*
 3. **Week of December 7 - Interview:** Finally, if your candidacy is retained, we will contact you to meet us virtually so we can get to know you more. You will meet with some of our senior leaders and hiring managers to further explore alignment between your profile and the role.
- Please note that these tools look at your responses in isolation of your personal characteristics, and assess your responses as they relate to the opportunity
- ***IMPORTANT – Action Required:**
 - To support this process, should you choose to continue, your information will be collected and stored by third-party vendors.
 - All data will be stored in accordance with Government of Canada's standards. Each vendor's terms and conditions are provided within the respective assessment platform.
 - Data will be used solely for the purpose of the selection process.

Department of National Defence: Human Resources – Civilian

November 11, 2020

- **CONSENT:** To proceed with your candidacy, please complete the form at the following link to indicate your consent to the above, by **Tuesday November 17 at 12 p.m. EST:** https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt
- Should you consent, you will receive an e-mail invitation to complete the first online assessment on November 18.
- Should you *not* provide consent by the deadline, you are thereby withdrawing your candidacy.
- Thank you again for taking the time to apply to this role.
- We hope that this will be an engaging, innovative process and look forward to working with you along the journey.
- You may be invited to complete a feedback survey upon completion of the assessments
- Should you have any questions, please reach out to ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca

Commented [AA2]: Note: Survey will need to be translated to French

Candidates – Introduction & 3rd party consent (target Nov 13) – Knockri Only

Subject line: [Role Title] (ACTION REQUIRED)

- Thank you for your interest and application
- We would like to invite you to continue in our selection process
- Candidates are asked to participate in a 2-step gated process that leverages an innovative online assessment platform:
 1. **Week of November 16 – Online Assessment (Knockri)*:** We want to better-understand your skills, capabilities, and experience. To do this, we are leveraging a platform that will capture your video, audio and/or written responses to a series of standardized questions. Please note that this tool looks at your responses in isolation of your personal characteristics, and assess your responses as they relate to the opportunity.
 2. **Weeks of November 30 – December 7 – Interview:** If your candidacy is retained, we will contact you to meet us virtually so we can get to know you more. You will meet with some of our senior leaders and hiring managers to further explore alignment between your profile and the role.
- ***IMPORTANT – Action Required:**
 - To support this process, should you choose to continue, your information will be collected and stored by a third-party vendor.
 - All data will be stored in accordance with Government of Canada's standards. The vendor's terms and conditions are provided within the assessment platform.
 - Data will be used solely for the purpose of the selection process.
 - **CONSENT:** To proceed with your candidacy, please complete the form at the following link to indicate your consent to the above, by **Tuesday November 17 at 12 p.m. EST:** https://deloittecanada.ca1.qualtrics.com/jfe/form/SV_eyt05tx0MNmEeMt
 - Should you consent, you will receive an e-mail invitation to complete the online assessment on November 18.
 - Should you *not* provide consent by the deadline, you are thereby withdrawing your candidacy.
- Thank you again for taking the time to apply to this role.
- We hope that this will be an engaging, innovative process and look forward to working with you along the journey.
- You may be invited to complete a feedback survey upon completion of the assessments
- Should you have any questions, please reach out to ExecutiveServices-Servicesauxcadressuperieurs@forces.gc.ca

Commented [AA3]: Dates may change

Commented [AA4]: Note: Survey will need to be translated to French

Department of National Defence: Human Resources - Civilian

November 11, 2020

HR Connect – Introduction & support (target Nov 13) - Knockri & Plum

- Continuing our commitment and efforts toward diversity, equality and inclusion, we are beginning work to enhance the candidate experience and outcomes of our executive staffing process
- To achieve this, over the next month we will be partnering with third-party vendors to pilot two online A.I. assessments to support the shortlisting of candidates for a currently open position(s) [name actual position?]
- Following this, we will be reviewing the results of these efforts, and looking at how this might be integrated to all Executive Staffing going forward
- **The pilot selection process:**
 - For the pilot, candidates [applying to [role]] will participate in up to three rounds of selection:
 1. **Week of November 16:** All candidates complete assessment #1 (Knockri - <https://knockri.com/>)
 2. **Week of November 23:** Shortlisted candidates complete assessment #2 (Plum - <https://www.plum.io>)
 3. **Week of December 7:** Final shortlisted candidates complete an interview (per current processes)
 - A copy of the communication provided to candidates informing them of the process is attached to this message
- **Your role as an HR Connect representative:**
 - As an HR Connect representative, you may be contacted by internal candidates with questions throughout the process. To support you and the resolution of any queries, we have included additional information and contact details:
 1. Third party consent: To continue in the selection process, candidates are asked to provide their consent to having a third party collect and store personal information:
 - Data will be used solely for the purpose of the selection process
 - For assessment #1 (Knockri), name and e-mail addresses will be stored on a US server, and responses will be hosted in Canada
 - For assessment #2 (Plum), all information will be stored in the US
 - Each vendor's terms and conditions are provided within the respective assessment platform
 - Consent will be collected via an online form requiring the candidate's name and e-mail address. The form is hosted by Qualtrics and administered by Deloitte Canada. Data is stored in Canada. For any queries related to providing this consent, please reach out to Amy Akers (aakers@deloitte.ca) during regular business hours
 - The deadline to provide consent is Tuesday Nov 17 at noon, EST
 2. Assessment #1 – Knockri: Product & technology support for the first assessment is available to candidates 24/7 through the tool or by e-mailing support@knockri.com. For non-technical support, you may reach out to m.rana@knockri.com (cc: f.ahmed@knockri.com) Monday-Friday from 8am-8pm EST.
 3. Assessment #2 – Plum: Product & technology support for the second assessment is available to candidates within the tool, which will direct them to existing resources or a contact form which is monitored Monday-Friday 9am-5pm. For additional support, you may visit <http://help.plum.io>, or reach out to help@plum.io Monday-Friday from 9am-5pm EST.
 4. Interviews: The interview process follows standard procedures
- If you have any questions, please reach out to Anik Lamothe (anik.lamothe@forces.gc.ca)
- Thank you for your support

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Department of National Defence: Human Resources – Civilian

November 11, 2020

- We look forward to working with you throughout this important effort

HR Connect – Introduction & support (target Nov 13) - Knockri Only

- Continuing our commitment and efforts toward diversity, equality and inclusion, we are beginning work to enhance the candidate experience and outcomes of our executive staffing process
- To achieve this, over the next month we will be partnering with third-party vendors to pilot an online A.I. assessment to support the shortlisting of candidates for a currently open position(s) [name actual position?]
- Following this, we will be reviewing the results of these efforts, and looking at how this might be integrated to all Executive Staffing going forward
- **The pilot selection process:**
 - For the pilot, candidates [applying to [role]] will participate in up to two rounds of selection:
 1. **Week of November 16:** All candidates complete online assessment (Knockri - <https://knockri.com/>)
 2. **Week of November 30/December 7:** Shortlisted candidates complete an interview (per current processes)
 - A copy of the communication provided to candidates informing them of the process is attached to this message
- **Your role as an HR Connect representative:**
 - As an HR Connect representative, you may be contacted by internal candidates with questions throughout the process. To support you and the resolution of any queries, we have included additional information and contact details:
 1. Third party consent: To continue in the selection process, candidates are asked to provide their consent to having a third party collect and store personal information:
 - Data will be used solely for the purpose of the selection process
 - Name and e-mail addresses will be stored on a US server, and responses will be hosted in Canada
 - The vendor's terms and conditions are provided within their assessment platform
 - Consent will be collected via an online form requiring the candidate's name and e-mail address. The form is hosted by Qualtrics and administered by Deloitte Canada. Data is stored in Canada. For any queries related to providing this consent, please reach out to Amy Akers (aakers@deloitte.ca) during regular business hours
 - The deadline to provide consent is Tuesday Nov 17 at noon, EST
 2. Online assessment (Knockri): Product & technology support is available to candidates 24/7 through the tool or by e-mailing support@knockri.com. For non-technical support, you may reach out to m.rana@knockri.com (cc: f.ahmed@knockri.com) Monday-Friday from 8am-8pm EST.
 3. Interviews: The interview process follows standard procedures
- If you have any questions, please reach out to Anik Lamothe (anik.lamothe@forces.gc.ca)
- Thank you for your support
- We look forward to working with you throughout this important effort

Commented [AA5]: Dates may change

Calibration Participants – Introduction & instructions (Nov 17)

Key points to follow

Hiring Managers – Invitation to Unconscious Bias Training (target Nov 18)

Department of National Defence: Human Resources - Civilian

November 11, 2020

Key points to follow

Candidates – Invitation to Assessment #1 (target Nov 18)

Key points to follow

Candidates – Decision: Proceed to Assessment #2 (target Nov 25)

Key points to follow

Candidates – Invitation to Assessment #2 (target Nov 25)

Key points to follow

**Pages 144 to / à 145
are withheld pursuant to sections
sont retenues en vertu des articles**

20(1)(b), 20(1)(c)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

RECORD OF DISCUSSION

Assessment Board and Fairness & Transparency Panel Meeting

November 6th 2020

Participants

DND – Mr. Kin Choi, Marta Wodejko, Anik Lamothe, Marina Watson

F&T Panel

- ❖ Mr. Okenge Yuma Morisho
- ❖ Ms. Paule-Annie Pierre, OCHRO
- ❖ Ms. Marie Mackay, KPMG, Guest

Assessment Board

- ❖ Ms. Jacqueline Rigg, APEX
- ❖ Ms. Gaveen Cadotte, PCO
- ❖ Ms. Mauricette Hawlette, CRA

Debrief

- Mr. Choi introduced participants and forum
- Participants introduced themselves/background
- Mr. Choi presented the overall initiative and project scope
- Ms. Lamothe introduced strategic approach and vision
- Ms. Wodejko provided update on assessment stages, Knockri and Plum, timelines, desired outcomes

Feedback on Plan/Project Charter

- Enthusiastic support and commitment expressed by all. Impressed by scope and expensiveness of our efforts thus far
- There is a need to hold hiring executives to account and leverage the pool to consider and appoint candidates to current vacant and upcoming positions
- Intersection of technology (AI and HR Automation) and people (hyper-personalization of candidate experience)
- Need to capture lessons learned at every stage and after each consultation to identify opportunities to apply at an enterprise-wide GoC level as well as share this experience/lessons learned for OGDs
- Must ensure focused awareness on unconscious bias at every step
- Ensure fairness monitors are involved; i.e.: F&T Panel @ interviews
- Assessment Board/F&T Panel to be engaged in the establishment of criteria for Plum platform

Outcomes

- For Action (DCES): provide a side by side mapping of a traditional process and where biases and barriers have been identified against the innovative process and how/where biases and barriers are being addressed. Due to board/panel NLT 13 Nov.
- For Action (DCES): provide a list of EX-01 DND opportunities according to streams. Due to board/panel NLT 13 Nov.
- For Action (DCES): Clarify how assessment criteria within the Knockri and Plum assessment tools will be integrated to ensure biases are not transferred or inherent. Due to board/panel NLT 13 Nov.
- For Action (DCES): Provide additional information on the virtual live interviews i.e. how will be staged and managed; # of rounds, perhaps have the F&T Panel present as observers to hold the Assessment Board accountable and aware of their biases and mitigate the risks. Due to board/panel NLT 13 Nov.
- Unconscious Bias training to be provided for Assessment Board members and hiring executives
- For Action (DCES): Clarify and define “hyper-personalization” to ensure sound feedback to candidates. When and how feedback is delivered; must ensure a consistent approach to be deemed fair.

Next Steps:

- DCES to provide action items as per above.
- Following vendor consults next week, DCES to provide an update on scheduling, timelines and further stakeholder engagement.

From:
Sent: November 5, 2020 1:01 PM
To: [Choi K@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Choi_K@ADM(HR-Civ).@Ottawa-Hull)
Cc: [Wodejko M@ADM\(HR-Civ\).@Ottawa-Hull](mailto:Wodejko_M@ADM(HR-Civ).@Ottawa-Hull); [St-Jean D@ADM\(HR-Civ\).Dir DHR@Ottawa-Hull](mailto:St-Jean_D@ADM(HR-Civ).Dir_DHR@Ottawa-Hull);
Subject: Executive Staffing - Update
Attachments: DND_HR-Civ_Exec Service Staffing_Oct 2020_20201103_v3.pptx

Good afternoon Kin - hope you are well.

Further to our brief exchange last week - wanted to touch base on the Executive staffing project and provide an update. I've cced Marta, Denise, to keep us all on the same page.

This team has been working together to align the details around this project. They discussed 2 options, one that is highly compressed and defers QA processes however, does enable an offer letter to be out by Christmas and another that includes a higher degree of diligence, including the Assessment Board, however, that puts interviews in January (details attached of the second if you'd like to peruse). To enable enough time for the Assessment Board and the QA processes to review, the team is leaning towards the longer option - but appreciating the significance of speed, wanted to ensure that you're aligned.

Either way - the teams are jumping into the work (as promised). Specifically, we're diving into starting to configure the Platform(s) and prepare candidate communications. This includes:

- Knockri (video interviews):
 - o Aligning the desired capabilities to their platform
 - o Setting up greeting videos (welcome/thank you) (~1 hour per video)
- Plum (gaming):
 - o Sending a calibration survey to 5-6 people to calibrate the algorithm to understand what you are looking for in the candidate (~20 minutes per person)
- Communications:
 - o Informing the candidate of the approach, asking for consent 3rd party use of info
 - o Translations etc.

With this plan, we are driving towards having the first assessment out to Candidates out as early as the week of the 16th.

In terms of where we are with contracting - Denise, Marta and the team are working through the TA activities. We expect that contracting will work in parallel with the work, as we know it's a priority to get started.

Happy to talk more,

--

Human Capital | Consulting
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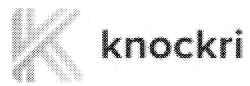
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Knockri Pilot Study: Assessing the Key Leadership Competency (KLC) Profile Using a Fully
Automated Structured Behavioural Interview

Written By:
Dr. David Mayers

Report Prepared for:

Department of National Defence
11/03/2020

Table of contents

	2
Knockri	3
Pilot Study Overview	3
Purpose:	3
Scope:	3
Assessment Medium Justification:	3
Assessment Preparation and Response Time:	4
Skills	5
Create Vision and Strategy	5
Definition:	5
Performance Indicators:	5
Linking Skill to Performance Indicators:	6
Interview Question:	6
Mobilize People	6
Definition:	6
Performance Indicators:	6
Linking Skill to Performance Indicators:	7
Interview Question:	7
Uphold Integrity and Respect	7
Definition:	7
Performance Indicators:	7
Linking Skill to Performance Indicators:	8
Interview Question:	8
Collaborate with Partners and Stakeholders	8
Definition:	8
Performance Indicators:	8
Linking Skill to Performance Indicators:	9
Interview Question:	9
Promote Innovation and Guide Change	9
Definition:	9
Performance Indicators:	9
Linking Skill to Performance Indicators:	10
Interview Question:	10
Achieve Results	10
Definition:	10
Performance Indicators:	10
Linking Skill to Performance Indicators:	11
Interview Question:	11

Knockri

Knockri is an Artificial Intelligence skills-based assessment platform that reduces bias, increases diversity in applicant pools, and shortlists top-performing candidates. Knockri engages with large organizations and enterprises to deploy skills-based assessments at scale. Knockri comes prebuilt with a ten skill framework, which can be used to generate valid assessments for over 40,000 different job titles. Knockri can also merge alternative competency frameworks with the existing platform so that organizations can use their existing framework within an Artificial Intelligence environment.

Pilot Study Overview

Purpose:

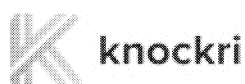
The purpose of the pilot is to explore the technical feasibility of deploying a fully automated structured behavioural interview at the early stages in the recruitment process. Additional goals of this pilot are to showcase how innovation technology in human resources can improve the diversity of applicant pools and drive tactical operational outcomes including cost and time to fill, net promoter scores, and post-hire performance.

Scope:

Given the robust ability for Knockri to ingest competency existing frameworks, an adaptation of the Government of Canada's Key Leadership Competency (KLC) profile was performed for the pilot study. Knockri intends to screen up to 400 candidates based on the KLC profile and return a ranked order list of applicants. Applicants will be assessed using a fully automated structured behavioural interview. Knockri understands project leaders and/or stakeholders may feel like learning more about how Knockri automates structured behavioural interviews. Many of our clients have felt the same way. Knockri has found that providing a presentation that walks through the results of a pilot study can be very engaging and informative. Knockri intends to present the results of the pilot to members of the project team and additional stakeholders once the pilot has been completed.

Assessment Medium Justification:

The medium of the assessment is a video-based structured behavioural interview. The justification for structured behavioural assessments is tied to the desire for increased diversity and inclusion with the Department of National Defence. A structured behavioural interview is one of the best predictors of performance on-the-job.¹ From a diversity and inclusion lens,



structured behavioural interviews are advantageous for simultaneously identifying high-quality candidates while achieving increased applicant pool diversity compared to other traditional psychometric assessments². The advantages of structured behavioural interviews stem from issues related to the way members of minority groups score on assessments (subgroup differences), and the relationship test scores have with performance on-the-job (predictive validity). Many online assessments, including game-based assessments, measure 1) cognitive ability, or 2) personality. First, cognitively based online assessments predict performance very well but also tend to result in minority subgroups scoring lower on average when compared to Caucasians.² This is not ideal for organizations looking to increase the diversity of their workforce. Cognitive assessments can result in unequal hiring rates between minority and majority groups, which works to disenfranchise minority groups in the hiring process. Second, personality-based assessments are not shown to result in subgroup differences and will typically preserve the diversity of applicant pools. However, personality assessments do not predict performance well compared to cognitive assessments or structured behavioural interviews.² They display a medium to a small relationship with performance on-the-job.^{3,4,5} The body of scientific research suggests that the results of personality validation studies “are somewhat disappointing, particularly with respect to the magnitude of the validities observed”.⁴ In contrast, structured behavioural interviews predict performance equal to, or better than cognitive assessments, and do not result in substantial subgroup differences between minorities and Caucasians.² For these reasons, structured behavioural interviews are superior to both cognitive assessments and personality assessments when the aim is to achieve both high-quality and diverse applicant short-lists. In terms of the question response format, the use of written responses was also not deemed to be appropriate for this pilot. Written responses to behavioural questions can increase the cognitive load of an assessment, which tends to increase subgroup differences. Unless there is a specific reason to have applicants respond to behavioural questions in writing (i.e., writing responses is a requirement on-the-job) it is advisable to avoid mediums that may unintentionally increase the cognitive load of the assessment when it is not considered a bonafide work-role requirement.

Assessment Preparation and Response Time:

Applicants will be given one minute to prepare for answering interview questions, at which point they will be directed to complete a response. The response time for each interview question will set to three minutes. This is consistent with Knockri’s recommended time preparation and assessment times. We advise that employers do not exceed these limits as a way to avoid applicant prolixity.

Skills

Six skills were selected for the video-based structured interview, with an additional interview question unrelated to the KLC profile. The skills reflect the KLC profile as adapted by the Knockri platform. The skills are as follows:

1. Create Vision and Strategy
2. Mobilize People
3. Uphold Integrity and Respect
4. Collaborate with Partners and Stakeholders
5. Promote Innovation and Guide Change
6. Achieve Results

Below is a description of each KLC, which includes a definition of the skill, the associated Knockri Performance Indicators (PIs), and a rationale for the link between the skill and the Knockri PIs. The rationale for linking PIs to the KLC profile is based on a content linkage between the PI and the tasks or behaviours that represent the KLC being measured. The content linkage was performed by a doctor of Industrial-Organizational Psychology using clinical judgment.

Create Vision and Strategy

Definition:

Leaders define the future and chart a path forward. They are adept at understanding and communicating context, factoring in the economic, social and political environment. Intellectually agile, they leverage their deep and broad knowledge, build on diverse ideas and perspectives and create consensus around compelling visions. Leaders balance organizational and government-wide priorities and improve outcomes for Canada and Canadians.

Performance Indicators:

Innovation: The Degree to which someone uses creativity and alternative thinking to develop new ideas for and answers to work-related problems.

Complex problem-solving: The degree to which someone can identify complex problems and review related information to develop and evaluate options and implement solutions

Judgment and decision making: The degree to which someone can consider the relative costs and benefits of potential actions to choose the most appropriate one



Linking Skill to Performance Indicators:

The PIs were selected because of the need for leaders to handle work-related tasks involving the development, communication, and implementation of organizational visions and strategies. Innovation reflects the developed capacity for creative and alternative thinking. Innovation helps facilitate the development of new ideas, and how they can be successfully implemented to solve work-related issues or problems. Problem-solving will assist when engaging with others to translate implementation strategies into concrete objectives. In addition, judgment and decision-making facilitate the consideration of the relative costs and benefits of potential actions, which are needed while implementing strategies that improve outcomes for Canada and Canadians.

Interview Question:

English

French

Mobilize People

Definition:

Leaders inspire and motivate the people they lead. They manage performance, provide constructive and respectful feedback to encourage and enable performance excellence. They lead by example, setting goals for themselves that are more demanding than those that they set for others.

Performance Indicators:

Management of Personnel Resources: The degree to which someone motivates, develops, and directs people as they work, identifying the best people for the job

Instructing: The degree to which someone can monitor/assess performance to make improvements or take corrective action.

Learning strategies: The degree to which someone uses training/instructional methods and procedures that are appropriate.

Linking Skill to Performance Indicators:

The PIs selected for this skill were determined based on the importance of various tasks related to mobilizing people. Each one of the PIs included in this skill focus on key determinants of success when mobilizing staff. Examples of tasks include creating a sense of purpose and direction, investing time and resources to support continuous learning, setting clear expectations, and monitoring and evaluating performance. Together, the PIs map very well to skills that reflect the developed capacities for guiding and shaping the development of organizational members.

Interview Question:

English

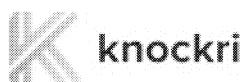
French

Uphold Integrity and Respect

Definition:

Leaders exemplify ethical practices, professionalism and personal integrity. They create respectful and trusting work environments where sound advice is valued. They encourage the expression of diverse opinions and perspectives, while fostering collegiality. Leaders are self-aware and seek out opportunities for personal growth.

Performance Indicators:



Integrity: The degree to which a person is honest and ethical

Service Orientation: The degree to which someone actively looks for ways to help people

Linking Skill to Performance Indicators:

The PIs selected displays a substantial overlap with the critical tasks associated with the skill. For example, integrity is important for holding the self and the organization to the highest ethical and professional standards. In addition, service orientation facilitates work behaviours that aim to assist others. This is especially useful when creating opportunities that encourage bilingualism and diversity, or implementing practices that avoid discrimination.

Interview Question:

English

French

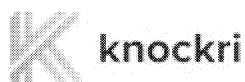
Collaborate with Partners and Stakeholders

Definition:

Leaders are deliberate and resourceful about seeking the widest possible spectrum of perspectives. They demonstrate openness and flexibility to forge consensus and improve outcomes. They bring a whole-of-government perspective to their interactions. In negotiating solutions, they are open to alternatives and skillful at managing expectations. Leaders share recognition with their teams and partners.

Performance Indicators:

Coordination: The degree to which someone can adjust their actions in relation to others' actions



Persuasion: The degree to which someone can persuade others to change their minds or behavior

Negotiation: The degree to which someone can bring others together and try to reconcile differences

Linking Skill to Performance Indicators:

The PIs for this skill reflect the developed capacities to work with others, negotiate, and resolve task-related or interpersonal conflicts. PIs included for this skill improve performance when forging consensus, bringing people together, negotiating solutions, and other behaviours associated with collaborating with partners and stakeholders.

Interview Question:

English

French

Promote Innovation and Guide Change

Definition:

Leaders have the courage and resilience to challenge convention. They create an environment that supports bold thinking, experimentation and intelligent risk taking. They use setbacks as a valuable source of insight and learning. Leaders take charge in their stride, aligning and adjusting milestones and targets to maintain forward momentum.

Performance Indicators:

Systems Analysis: The degree to which someone can determine how a system should work and how changes in conditions, operations, and the environment will affect outcomes

Systems Evaluation: The degree to which someone can identify measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system

Monitoring: The degree to which someone can monitor/assess performance to make improvements or take corrective action

Linking Skill to Performance Indicators:

The PIs included for this skill reflect developed capacities used to analyze, evaluate, monitor, and improve socio-technical systems. Promoting innovation and guiding change both involve challenging the status quo, understanding the way things work, and realizing what can be done to improve both social and technical systems.

Interview Question:

English

French

Achieve Results

Definition:

Leaders mobilize and manage resources to deliver on the priorities of the Government, improve outcomes and add value. They consider context, risks and business intelligence to support high-quality and timely decisions. They anticipate, plan, monitor progress and adjust as needed. Leaders take personal responsibility for their actions and outcomes of their decisions.

Performance Indicators:

Initiative: The degree to which someone willingly takes on responsibilities and challenges

Time Management: The degree to which someone can manage one's own time and/or the time of others

Dependability: The degree to which someone is reliable, responsible, and dependable, and fulfilling obligations

Linking Skill to Performance Indicators:

The PIs for this skill we selected to mirror the tasks associated with mobilizing and managing resources to deliver. While the mobilizing people skill focuses on the developed capacity to guide, motivate, mentor, and manage personnel resources, achieving results is better aligned with PIs that involve the initiation and completion of important work-related tasks. The PIs for this skill reflect the developed capacities to assess and initiate work tasks, manage time effectively, and be reliable.

Interview Question:

English

French

References

1. Salgado, J. F., & Moscoso, S. (2002). Comprehensive meta-analysis of the construct validity of the employment interview. *European Journal of Work and Organizational Psychology*, 11(3), 299-324.
2. Ployhart, R. E., & Holtz, B. C. (2008). The diversity–validity dilemma: Strategies for reducing racioethnic and sex subgroup differences and adverse impact in selection. *Personnel Psychology*, 61(1), 153-172.
3. Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel Psychology*, 44(1), 1-26.
4. Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next?. *International Journal of Selection and assessment*, 9(1-2), 9-30.
5. Salgado, J. F. (1997). The five factor model of personality and job performance in the European community. *Journal of Applied psychology*, 82(1), 30.

Department of National Defence (Canada) ("Department of National Defence (Canada)") has engaged Deloitte Inc. ("Deloitte") to facilitate the use of ~~engaged~~ Knockri Inc. ("Knockri") to enable Video Assessments and/or to collect candidate's videos, essays, and/or answers to specific questions (such videos, essays, and/or answers are referred to as "Content") for the purpose of employment screening by Department of National Defence (Canada) ("Department of National Defence (Canada)") and as otherwise set forth herein.

The Video Assessment to be conducted by Knockri for Deloitte on behalf of Department of National Defence (Canada) may be recorded by Department of National Defence (Canada) or Knockri. Those recordings will be accessed by Department of National Defence (Canada), Deloitte, internal recruiters, hiring managers, potential managers in the hiring organization and the associated technical and Human Resources supporting staff.

By clicking the link (and registering with Knockri), you acknowledge that the Video Assessment may be recorded or retained by Department of National Defence (Canada) or Knockri. Department of National Defence (Canada) will handle and use the information obtained through the Video Assessment (including the recording and Content) in accordance with its internal HR and recruiting policies and as set forth in Department of National Defence (Canada)'s terms and conditions, which you previously agreed to when you applied to Department of National Defence (Canada).

You hereby waive your right to make any claim or demand or bring any causes of action against Department of National Defence (Canada), Deloitte, and Knockri, and hereby release and discharge Department of National Defence (Canada), Deloitte, and Knockri from all claims, causes of action, or demands, relating to, arising out of or in connection with conducting a Video Assessment with you or the use of your Video Assessment and/or Content for the purposes of employment screening.

You acknowledge that Knockri may provide rating tools to Department of National Defence (Canada) and Deloitte in conjunction with its platform, the Video Assessments it conducts and the Submissions that it collects, but that all evaluation criteria and hiring decisions are at the sole discretion of Department of National Defence (Canada) and you shall not hold Knockri or Deloitte liable for any such criteria or decisions.

You acknowledge that there is no guarantee that Department of National Defence (Canada) will offer you employment at any time and/or for any specific length of time. You also acknowledge that at any point in time while using the Knockri service, Department of National Defence (Canada) may, in its sole discretion and for any lawful reason, cease the interview or screening process.

During Department of National Defence (Canada)'s screening process, you may be asked to submit a video, write an essay, and/or answer specific questions for Department of National Defence (Canada) to review. The video, essay, and/or answers provided by you are referred to as "Content". You agree that you will not share any questions asked by Department of National Defence (Canada) with anyone else. You hereby grant and transfer to Department of National Defence (Canada) all rights, title, and interest in and to all Content resulting from the Video

Assessment. You further grant Knockri the rights to do the following with your Content: i) collect and store (in accordance with its privacy policy and Department of National Defence (Canada)'s instructions), ii) display in its platform as required by Department of National Defence (Canada), and iii) access for the purpose of providing its platform and services to Department of National Defence (Canada) (e.g., to provide customer service). Your content will be retained for a period of no more than 6 months after the completion of the selection process, after which time it will be destroyed.

You certify that: (i) you have read and understand these Candidate Terms and Conditions, (ii) you have voluntarily agreed to participate in the Video Assessment and provide Content, and (iii) any Content that you provide are your own original work and are not copied from any other sources.

These Candidate Terms and Conditions contain the entire and complete agreement concerning your participation in the Video Assessment.

Important: If you do not agree to participate in the Video Assessment, exit the assessment and contact your Department of National Defence (Canada) recruitment representative.

To proceed to the Video Assessment, Terms and Conditions must be accepted.

Terms of Reference
Fairness and Transparency Panel
External Executive Processes
Department of National Defence
October 2020

1. Mandate

- 1.1. Under the auspices of the Clerk of the Privy Council's direction to Deputy Ministers to create marked progress in senior level representation, Assistant Deputy Minister (Human Resources – Civilian) (ADM(HR-Civ)) is undertaking new external recruitment processes aimed to improve representation of senior leadership at the Department of National Defence (DND). The Fairness and Transparency Panel, made up of senior, well-respected leaders will act as an external sounding board and provide advice and guidance to ADM(HR-Civ) to ensure overarching fairness, transparency and innovation throughout the resourcing process.
- 1.2. Objectives of the Processes:
 - To identify immediate opportunities for appointments, with a goal to make our first appointment in early December;
 - To incorporate character and behaviour review into both screening and assessment process vs traditional Statement of Merit Criteria (SoMC) and Key Leadership Competencies (KLCs) assessment;
 - To establish additional support such as a contact centre to provide hyper-personalized experience for candidates;
 - Ensuring prompt action and communication with applicants at each stage to foster transparency; and,
 - Ensuring all applicants, including those who are not successful, benefit from a positive experience with clear feedback and understanding of how they can address gaps to progress further in their careers, as well as recognize that DND is an excellent and inclusive place they want to work.

2. Membership

- 2.1. The Panel's membership is comprised of senior external leaders who are recognised and well-respected in the field of Diversity and Inclusion.
- 2.2. The Chair will be ADM(HR-Civ) and secretarial support is to be provided by the HR-Civ Organization.
- 2.3. Membership includes:
 - Kin Choi, Assistant Deputy Minister (Human Resources-Civilian), Department of National Defence
 - Okenge Yuma Morisho, Deputy Minister, Public Service Agency, Government of British Columbia
 - Paule-Anny Pierre, Executive Director, Diversity & Inclusion, Office of the Chief Human Resource Officer, Treasury Board of Canada Secretariat
- 2.4. Guests may be invited to address and present specific issues, as required.
 - Maria McKay, KPMG

3. Roles and Expected Outcomes

- 3.1. The Panel will serve as the sounding board on the external executive processes, raising key considerations with regards to diversity and inclusion, systemic racism and potential barriers.
- 3.2. Although their titles may bring credibility to their contributions, the Panel member's organizational affiliation is not to be construed as involvement within DND's recruitment and appointment processes.
- 3.3. The Panel members' role remains to provide an external strategic input as it pertains to upholding a diversity and inclusion perspective throughout the processes.
- 3.4. The Panel will be asked to review the project charter and plans in the execution of the processes; to provide advice and guidance as to ensure continued transparency and hyper-personalised services with candidates.
- 3.5. The panel will ensure successful candidates were selected based on fair, sound and bona-fide criteria.

4. Method of Operation

- 4.1. Meetings to be held via Video Teleconference (VTC) for approximately 60 minutes with one to two meetings at the beginning of the process, followed by having regular check-ins to keep the Panel apprised of progress and achievements.
- 4.2. Progress reports may also be provided via the Secretariat to ensure maintenance of the diversity and inclusion lens throughout the processes.

5. Agenda and Submissions

- 5.1. The agenda is maintained by ADM(HR-Civ).
- 5.2. Agenda items and submissions may be made by all members of the Panel.

From: [Johnston KJ@ADM\(Mat\).DES.Proc@Ottawa-Hull](mailto:Johnston.KJ@ADM(Mat).DES.Proc@Ottawa-Hull)
Sent: July 21, 2020 1:53 PM
To:
Subject: Contract Award Notice - W6369-200130
Attachments: W6369-200130 - RPA - Contract - Approved.pdf; W6369-200130
- Task 2020-001.pdf; W6369-200130-A - Award Letter -
Deloitte Inc.pdf

Award Notice - Solicitation W6369-200130/A – Robotic Process Automation Solution and Professional Services

Good Afternoon

Thank you for submitting a proposal addressing the Department of National Defence requirement for a Robotic Process Automation Solution and Professional Services.

Please find enclosed the resulting Award Letter, Contract and associated Task.

Should you have any questions, please do not hesitate to contact me by email at Kent.Johnston@forces.gc.ca, by phone at 613-447-4995.

Regards,

Kent Johnston

Senior Procurement Officer, DES Proc 2-5-2

Directorate Electronic Systems Procurement

Department of National Defence/Government of Canada

Kent.Johnston@forces.gc.ca /Tel : 613-904-4595

Agent supérieur d'approvisionnement, DES Proc 2-5-2

Direction obtention des systèmes électroniques

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National Defence

National Defence Headquarters
Ottawa, Ontario
K1A 0K2

Défense nationale

Quartier général de la Défense nationale
Ottawa (Ottawa)
K1A 0K2

DND CONTRACTING AUTHORITY AUTHORITÉ CONTRACTANTE DU MND

National Defence Headquarters
101 Colonel By Drive
Ottawa ON
K1A 0K2
Attn: Kent Johnston
DES Proc 2-5-2
613-447-4995 (phone/téléphone)

CONTRACT – CONTRAT

Canada accepts your bid to provide to
Canada the goods, services or both described in the Contract in
accordance with the conditions and at the prices set out in the
Contract.

Le Canada accepte votre soumission portant sur la fourniture
au Canada des biens, des services ou des deux décrits dans le
contrat conformément aux conditions et aux prix prévus au
contrat.

The Vendor/Firm hereby accepts/acknowledges this
Contract.
Le fournisseur/entrepreneur accepte le présent
contrat/en accuse réception.

Signature _____ Date _____
Name, title of person authorized to sign (type or print)
Nom et titre du signataire autorisé (taper ou
imprimer)

NAME AND ADDRESS OF CONTRACTOR NOM ET ADRESSE DE L'ENTREPRENEUR

Deloitte Inc.
100 Queen St. 16th Floor
Ottawa ON, K1P 5T8

Title/Titre: Robotic Process Automation Solution and Professional Services ADM(HR Civ)	Contract No. - N° du contrat W6369-200130
Date of Contract - Date du contrat 21 July 2020	
Client Reference No. (optional) - N° de référence du client (facultatif)	
Financial Code(s) - Code(s) financier(s) CC 36866A; Fund L101; GL 4545; FR 136866A002; Line 1	
Destination Specified Herein Voir aux présentes	
Invoices - Original must be completed and sent to: Factures – La facture originale doit être remplie et envoyée à : National Defence Headquarters 101 Colonel By Drive Ottawa, Ontario K1A 0K2 Attention: Ed Wiersema, DES Proc 2-2-1 Edward.Wiersema@forces.gc.ca	
Address enquiries to: - Adresser toute demande de renseignements à : Kent Johnston, DES Proc 2-5-2 Senior Procurement Officer Kent.Johnston@forces.gc.ca	
Telephone No. – N° de téléphone 613-447-4995	FAX No – N° de fax
Total cost (including all applicable duty, GST/HST, shipping and excise taxes) Coût total (droits, TPS/TVH, frais de livraison et taxes d'accise compris) \$2,486,000.00	
For the Minister - Pour le Ministre NGUYEN, TU- QUYNH Digitally signed by NGUYEN, TU- QUYNH Date: 2020.07.21 13:31:27 -04'00'	

TABLE OF CONTENTS

1.	STATEMENT OF WORK.....	3
2.	OPTIONAL GOODS AND/OR SERVICES	3
3.	TASK AUTHORIZATION	3
4.	STANDARD CLAUSES AND CONDITIONS	4
5.	SECURITY REQUIREMENTS	5
6.	TERM OF CONTRACT	6
7.	AUTHORITIES	6
8.	PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS	7
9.	PAYMENT	7
10.	METHOD OF PAYMENT	9
11.	INVOICING INSTRUCTIONS	11
12.	CERTIFICATIONS AND ADDITIONAL INFORMATION.....	11
13.	APPLICABLE LAWS.....	11
14.	PRIORITY OF DOCUMENTS	11
15.	FOREIGN NATIONALS (CANADIAN CONTRACTOR)	12
16.	INSURANCE REQUIREMENTS	12
17.	LIMITATION OF LIABILITY	12
18.	INTELLECTUAL PROPERTY RIGHT INFRINGEMENT	13
19.	PROCESS FOR REQUESTING SUBSTITUTION.....	15
20.	ON-GOING SUPPLY CHAIN INTEGRITY PROCESS.....	15
21.	CONTROLLED GOODS PROGRAM.....	19
	ANNEX “A” - STATEMENT OF WORK.....	20
	APPENDIX “A” TO ANNEX A – TRANSACTION VOLUMETRICS	29
	APPENDIX “B” TO ANNEX A - DND 626 TASK AUTHORIZATION FORM	33
	APPENDIX “C” TO ANNEX A - TASKING ASSESSMENT PROCEDURE	34
	APPENDIX “D” TO ANNEX A – RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE.....	36
	APPENDIX “E” TO ANNEX A - CERTIFICATION AT THE TA STAGE.....	41
	APPENDIX “F” TO ANNEX A – RPA SOFTWARE PRE-REQUISITE INSTALLATION AND CONFIGURATION REQUIREMENTS.....	42
	APPENDIX “G” TO ANNEX A - DND TERM EXTENSION CURRENT-STATE BUSINESS PROCESS	45
	ANNEX “B” – LIST OF DELIVERABLES AND PRICING	48
	ANNEX “C” - SECURITY REQUIREMENTS CHECK LIST.....	51
	ANNEX “D” – SUPPLY CHAIN SECURITY INFORMATION (SCSI).....	55
	ANNEX “E” - NON-DISCLOSURE AGREEMENT	59

CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

1. Statement of Work

The Contractor agrees to supply to the Client the goods and services, described in the Statement of Work in accordance with, and at the prices set out, in the Contract.

This includes:

- i) Granting the license to use the Licensed Software described in the Contract;
- ii) Providing the Software Documentation;
- iii) Providing the maintenance and support for the Licensed Software during the Software Support Period;
- iv) Providing professional services, as and when requested by Canada; and
- v) Providing training, as and when requested by Canada.

2. Optional Goods and/or Services

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

3. Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

3.1 Task Authorization Process

1. Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices A, B, C and D of Annex A.
2. The Procurement Authority will provide the Contractor with a description of the task using the DND 626, "Task Authorization Form" form specified in Appendix B to Annex A.
3. The draft Task Authorization will contain the details of the activities to be performed and must also contain the following information:
 - (i) the contract number;
 - (ii) the task number;
 - (iii) the date by which the Contractor's response must be received (which will appear on the draft Task Authorization but not on the issued Task Authorization);
 - (iv) the categories of resources and the number required;
 - (v) a description of the work for the task outlining the activities to be performed and identifying any deliverables;
 - (vi) the start and completion dates;
 - (vii) milestone dates for deliverables and payments (if applicable);
 - (viii) the number of person-days of effort required;
 - (ix) whether the work requires on-site activities and the location;
 - (x) the language profile of the resources required;
 - (xi) the level of security clearance required of resources;

- (xii) the price payable to the Contractor for performing the task, with an indication of whether it is a firm price or a maximum TA price (and, for maximum price task authorizations, the TA must indicate how the final amount payable will be determined, where the TA does not indicate how the final amount payable will be determined, the amount payable is the amount, up to the maximum, that the Contractor demonstrates was actually worked on the project, by submitting time sheet filled in at the time of the work by the individual resources to support the charges); and
 - (xiii) any other constraints that might affect the completion of the task.
4. The Contractor must provide the Procurement Authority, within 5 calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the List of Deliverables and Pricing specified in the Contract.
 5. The Contractor must not commence work until a TA authorized by the Contracting Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

3.2 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause,

"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and

"Minimum Contract Value" means (excluding applicable taxes).
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

3.3 Task Authorization - Department of National Defence

The administration of the Task Authorization process will be carried out by DES Proc 2-3-2. This process includes monitoring, controlling and reporting on expenditures of the contract with task authorizations to the Contracting Authority.

4. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada

4.1 General Conditions

2035 (2020-05-28) General Conditions - Higher Complexity - Services, apply to and form part of the Contract, with the following modifications:

- i. Section 01, Interpretation, "Canada", "Crown", "Her Majesty" or "the Government", is amended as follows:

Delete: Minister of Public Works and Government Services
Insert: Minister of National Defence
- ii. Subsection 5 of section 22, Confidentiality, is amended as follows:

Delete: Public Works and Government Services (PWGSC)
Insert: Department of National Defence (DND)

4.2 Supplemental General Conditions

4003 (2010-08-16) Licensed Software

4004 (2013-04-25) Maintenance and Support Services for Licensed Software

apply to and form part of the Contract.

5. Security Requirements

- 5.1 The following Security Requirements Check List (SRCL and related clauses) applies to and forms part of the Contract.

PWGSC FILE# Common PS SRCL #24

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer/Supply Arrangement, hold a valid Facility Security Clearance at the level of **Secret**, with approved Document safeguarding at the level of **Secret**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. This contract includes access to Controlled Goods. Prior to access, the contractor must be registered in the Controlled Goods Program (CGP) of PWGSC.
3. The Contractor/Offeror personnel requiring access to protected/classified information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **Reliability Status**, **Confidential** or **Secret** as required, granted or approved by the CISD/PWGSC.
4. The Contractor must not utilize its Information Technology systems to electronically process, produce or store any sensitive protected/classified information until CISD/PWGSC has issued written approval. After approval has been granted, these tasks may be performed up to the level of secret.
5. Subcontracts which contain security requirements are not to be awarded without the prior written permission of CISD/PWGSC
6. The Contractor/Offeror must comply with the provisions of the:
 1. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 2. Industrial Security Manual (Latest Edition)

5.2 Contractor's Sites or Premises Requiring Safeguarding Measures

- 5.2.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

100 Queen St. 16th Floor
Ottawa, Ontario
K1P 5T8

Canada

5.2.2 The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

6. Term of Contract

6.1 Period of the Contract

The Contract Period is the entire period of time during which the Contractor is obliged to perform the Work, which includes:

- 1) The Initial Contract period which begins on the date the Contract is awarded and ends 31 March 2022; and
- 2) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.

6.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one year periods under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the List of Deliverables and Pricing.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7. Authorities

7.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Kent Johnston
Title: Senior Procurement Officer
Organization: Director Electronic Systems Procurement, DES Proc 2-5-2
Address: NDHQ (Carling), 60 Moodie Dr, Bldg CC-10, Ottawa ON
Telephone: 613-904-4595
E-mail address: Kent.Johnston@forces.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.2 Procurement Authority

The Procurement Authority for the Contract is:

Name: Ed Wiersema
Title: Senior Procurement Officer, DES Proc 2-2-1
Organization: Director Electronic Systems Procurement
Address: NDHQ (Carling), 60 Moodie Dr, Bldg CC-10, Ottawa ON
Telephone: 613-904-4573
E-mail address: Edward.Wiersema@forces.gc.ca

The Procurement Authority is the representative of the department or agency for whom the Work is being carried out under the Contract. The Procurement Authority is responsible for the implementation of tools and processes required for the administration of the Contract. The Contractor may discuss administrative matters identified in the Contract with the Procurement Authority however the Procurement Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of Work can only be made through a contract amendment issued by the Contracting Authority.

7.3 Technical Authority

The Technical Authority for the Contract is:

Name: Denise St-Jean
Title: Director Digital Human Resources
Organization: ADM(HR Civ), Directorate of Digital Human Resources
Address: NDHQ (Carling), 60 Moodie Dr Ottawa ON
Telephone: TBD
E-mail: Denise.St-Jean@forces.gc.ca

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

7.4 Contractor's Representative

The Contractor's Representative for the Contract is:

Name:
Organization: Deloitte Inc.
Address: 100 Queen St, 16th Floor
Telephone:
E-mail:

8. Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

9. Payment

9.1 Basis of Payment

1. **For the software solution:** In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid firm prices, as specified in Annex B, List of Deliverables and Pricing. Customs duties are included and Applicable Taxes are extra.
2. **For the professional services:** In consideration of the Contractor satisfactorily completing all of its obligations under the authorized Task Authorization (TA), the Contractor will be paid using one of the following Basis of Payment, which will be specified in and form part of the approved Task

Authorization:

9.2 Task Authorization with a Maximum Price:

1. The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with Annex B List of Deliverables and Pricing.
2. Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are excluded and Applicable Taxes are extra.
3. No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

9.3 Task Authorization with a Firm Price

1. In consideration of the Contractor satisfactorily completing all of its obligations under the authorized Task Authorization (TA), the Contractor will be paid the firm unit price(s) in accordance with Annex B List of Deliverables and Pricing, as specified in the authorized TA. Customs duties are excluded and Applicable Taxes are extra.
2. Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

9.4 Limitation of Expenditure

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of **\$2,174,385.00**. Customs duties are excluded and Applicable Taxes are extra.
2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - a. when it is 75 percent committed, or
 - b. four (4) months before the contract expiry date, or
 - c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

9.5 Canada's Obligation - Portion of the Work - Task Authorizations

SACC Manual clause B9031C (2011-05-16), Canada's Obligation - Portion of the Work - Task Authorizations

9.6 Travel and Living Expenses – National Joint Council Travel Directive

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travelers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit.

10. Method of Payment

10.1 For the software solution:

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

10.2 For the Professional Services:

The Contractor will be paid using one of the following Methods of Payment, which will be specified in and form part of the approved Task Authorization:

a) Method of Payment for Task Authorizations with a Maximum Price:

For each Task Authorization validly issued under the Contract that contains a maximum price:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

1. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
2. all such documents have been verified by Canada;
3. the Work performed has been accepted by Canada

b) Method of Payment for Task Authorizations with a Firm Price - Lump Sum Payment on Completion:

Canada will pay the Contractor upon completion and delivery of all the Work associated with the validly issued Task Authorization in accordance with the payment provisions of the Contract if:

1. an accurate and complete invoice and any other documents required by the Contract have

been submitted in accordance with the invoicing instructions provided in the Contract;

2. all such documents have been verified by Canada;
3. the Work delivered has been accepted by Canada

c) Method of Payment for Task Authorizations with a Firm Price - Milestone Payments

For any Task Authorization validly issued under the Contract that includes a schedule of milestone payments to be made once specific portions of the work have been completed and accepted, Canada will make milestone payments in accordance with the schedule of milestones detailed in that Task Authorization and the payment provisions of the Contract, if:

1. an accurate and complete claim for milestone payment using form PWGSC-TPSGC1111 <http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/1111-eng.html> and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract.
2. the total amount for all milestone payments paid by Canada under that TA does not exceed [XX percent to be determined at time of TA], or the other percentage specified in the TA, of the total amount to be paid under the TA.
3. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives; and
4. all work associated with the milestone and any deliverable required have been completed, delivered, and accepted by Canada.
5. The balance of the amount payable will be paid in accordance with the basis of payment provisions of the Contract TA following delivery and acceptance of the Work for which milestone payments were made.

10.3 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Electronic Data Interchange (EDI);

10.4 Discretionary Audit

The Contractor's certification that the price or rate is not in excess of the lowest price or rate charged anyone else, including the Contractor's most favoured customer, for the like quality and quantity of the goods, services or both, is subject to verification by government audit, at the discretion of Canada, before or after payment is made to the Contractor.

If the audit demonstrates that the certification is in error after payment is made to the Contractor, the Contractor must, at the discretion of Canada, make repayment to Canada in the amount found to be in excess of the lowest price or rate or authorize the retention by Canada of that amount by way of deduction from any sum of money that may be due or payable to the Contractor pursuant to the Contract.

If the audit demonstrates that the certification is in error before payment is made, the Contractor agrees that any pending invoice will be adjusted by Canada in accordance with the results of the audit. It is further agreed that if the Contract is still in effect at the time of the verification, the price or rate will be lowered in accordance with the results of the audit.

10.5 Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

11. Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.
2. The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
3. By submitting invoices, the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
4. The Contractor must provide an electronic copy of each invoice to the DND Procurement Authority, and to the Contracting Authority.

12. Certifications and Additional Information

12.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

12.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

13. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

14. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions [4003](#) (2010-08-16) Licensed Software; and [4004](#) (2013-04-25) Maintenance and Support Services for Licensed Software
- (c) the general conditions [2035](#) (2020-05-28) General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work, including its Appendices as follows;

- (1) Appendix A to Annex A – Transaction Volumetrics;
- (2) Appendix B to Annex A – DND 626 Task Authorization (TA) Form;

- (3) Appendix C to Annex A – Tasking Assessment Procedure;
- (4) Appendix D to Annex A – Resources Assessment Criteria and Response Table
- (5) Appendix E to Annex A - Certifications at the TA stage;
- (6) Appendix F to Annex A – RPA Software Pre-Requisite Installation and Configuration Requirements;
- (7) Appendix G to Annex A - DND Term Extension Current-State Business Process;
- (8) Appendix H to Annex A – Task Authorization no. 001 (DRAFT)

- (e) Annex B, List of Deliverables and Pricing;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Supply Chain Security Information;
- (h) the signed Task Authorizations (including all of its annexes, if any);
- (i) the Contractor's bid dated 14 Feb 2020.

15. Foreign Nationals (Canadian Contractor)

SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

16. Insurance Requirements

SACC Manual clause G1005C (2016-01-28), Insurance - No Specific Requirement

17. Limitation of Liability

1. This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this section, even if it has been made aware of the potential for those damages.
2. First Party Liability:
 - a. The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
 - i. any infringement of intellectual property rights to the extent the Contractor breaches the section of the general conditions entitled "Intellectual Property Infringement and Royalties";
 - ii. physical injury, including death.
 - b. The Contractor is liable for all direct damages caused by the Contractor's performance or failure to perform the Contract affecting real or tangible personal property owned, possessed, or occupied by Canada.
 - c. Each of the Parties is liable for all direct damages resulting from its breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special or consequential damages in

respect of its unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

- d. The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (a) above.
- e. The Contractor is also liable for any other direct damages to Canada caused by the Contractor's performance or failure to perform the Contract that relate to:
 - i. any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including Applicable Taxes) for the goods and services affected by the breach of warranty; and
 - ii. any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (ii) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the block titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00 .

In any case, the total liability of the Contractor under paragraph (e) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.

- f. If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

3. Third Party Claims:

- a. Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- b. If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite paragraph (a), with respect to special, indirect, and consequential damages of third parties covered by this section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- c. The Parties are only liable to one another for damages to third parties to the extent described in this paragraph 3.

18. Intellectual Property Right Infringement

- 1. If a third party claims that equipment or software that the Contractor provides under the

Contract infringes any intellectual property right, the Contractor, if requested to do so by Canada, will defend Canada against the claim at the Contractor's expense. In this regard, the Contractor will pay all costs, damages and legal fees that a court finally awards, provided that Canada:

- a. promptly notifies the Contractor in writing of the claim; and
 - b. co-operates with the Contractor in, and allows the Contractor full participation in, the defense and related settlement negotiations; and
 - c. obtains the Contractor's prior approval to any agreement resulting from settlement negotiations held with the third party.
2. The Contractor agrees to fully participate in any claims, action or proceeding arising under subsection 1. The Parties agree that no such claim, action or proceeding will be settled without the prior written approval of the Contractor and Canada.
3. If such a claim is made or appears likely to be made, Canada agrees to permit the Contractor to enable Canada at the Contractor's expense, to continue to use software or to modify or replace it with software, which has published specifications equal or superior to the software being replaced. If the Contractor determines that none of these alternatives is reasonably available, Canada may elect, at the Contractor's expense, to independently secure the right to continue to use the software, or Canada may require the Contractor to accept the return of the software and to refund all monies paid to the Contractor under the Contract for the software, as well as all amounts paid for services, license(s) and development fees.
4. The provisions of subsections 1 and 2 do not apply in situations where the Contractor was instructed by Canada to purchase or modify a specific item from a specific source on behalf of Canada. In this case, the Contractor must ensure that its subcontract for the software states that "If a third party claims that the software that the subcontractor supplies under the Contract infringes any intellectual property right, the subcontractor, if requested to do so by either the Contractor or Canada, will defend the Contractor and Canada against that claim at the subcontractor's expense and will pay all costs, damages and legal fees that a court finally awards." In the event that the Contractor is unable to incorporate this into its subcontract, then it must promptly advise Canada of the situation and not proceed with the subcontract without receiving written notice from Canada that the level of intellectual property right infringement protection is acceptable.
5. Without prejudice to Canada's right to terminate the Contract for default prior to completion of the work, the above represents the Contractor's entire obligation to Canada regarding any claim of infringement.
6. The Contractor has no obligation regarding any infringement claim based if:
 - a. Canada has made unauthorized modifications to the software, or Canada has made unauthorized use of the software in other than its published specified operating environment;
 - b. the combination, operation or use of the software with any product, data or apparatus that the Contractor did not provide under the Contract, or which combination, operation or use the Contractor did not authorize or approve in advance, if infringement would not have occurred but for such combination, operation or use.

19. Process for Requesting Substitution

1. **For Optional Deliverables only:** If Canada exercises its option to purchase additional quantities specified in the Contract and the item has, since the time of Contract award, been the subject of a proposed substitution by the Contractor, the process outlined in this section will apply. However, in order for the substitution to be accepted, in addition to meeting the specifications of the Contract, the Contractor must also submit for the SCI process the Supply Chain Security Information for each new item on the IT Product List, and not be declared ineligible as a result of the SCI assessment.
2. **Conditions for Proposing Substitution(s):** The Contractor may propose a substitution for an existing Product authorized for supply under Optional Deliverables of this Contract, provided the proposed substitute meets or exceeds the specification(s) detailed in Annex B - List of Deliverables and Pricing, as well as meeting or exceeding the specifications of the existing Product being substituted in all respects unless otherwise specified. The price for the substitute Product must not exceed:
 - a. the price for the Product originally bid in the Contractor's quote;
 - b. the current published list price of the substitute Product, less any applicable Government discount; or
 - c. the price at which the substitute Product is generally available for purchase,whichever is the lowest.
3. **Ceiling Prices:** During substitutions, situations can occur where it is difficult to use the price of an existing individual Product as a ceiling price limit for the new Product. In cases like this, price support may be requested by the Contracting Authority for the individual Product. This is at the sole discretion of the Contracting Authority. The Contracting Authority also has the right to refuse any substitution that, in the Contracting Authority's view, does not represent good value to Canada.
4. **Substitution Costs:** The proposed substitution may be subject to technical assessment and any costs associated with the technical evaluation will be at the Contractor's expense.
5. **Process for Requesting Substitution:** The request for substitution must be made by providing the full details on the nature of the substitution including the URL(s) for the applicable technical specification(s) of the Product, any necessary technical documentation, certifications, manuals and a copy of the current published list price for the Product. Upon request, the Contractor must provide information substantiating compliance with the requirements listed in Annex B - List of Deliverables and Pricing.
6. The substitute item must not be shipped until formally authorized by the Contracting Authority after the Technical Authority determines the substitution is acceptable. Whether or not to accept or reject a proposed substitution is entirely within the discretion of Canada. If Canada does not accept a proposed substitution, the Contractor must continue to deliver the original product when ordered. If accepted, the substitution will be documented for the administrative purposes of Canada by a contract amendment, by removing the existing product and including the substitution instead.
7. The ability to propose a substitution does not relieve the Contractor of its obligation to make delivery by the Delivery Date, regardless of whether or when the proposed substitution is approved

20. On-going Supply Chain Integrity Process

- a) **Supply Chain Integrity Process:** The Parties acknowledge that a Supply Chain Integrity Process assessment was a key component of the procurement process that resulted in the award of this Contract. In connection with that assessment process, Canada assessed the Contractor's Supply

Chain Security Information (SCSI) without identifying any security concerns. The following SCSI was submitted:

- (i) Product list; and
- (ii) a list of subcontractors.

This SCSI is included as Annex D. The Parties also acknowledge that security is a critical consideration for Canada with respect to this Contract and that on-going assessment of SCSI will be required throughout the Contract Period. This Article governs that process.

b) **Assessment of New SCSI:** During the Contract Period, the Contractor may need to modify the SCSI information contained in Annex D. In that regard:

- (i) The Contractor, starting at contract award, must revise its SCSI at least once a year to show all changes made, as well as all deletions and additions to the SCSI that affect the services under the Contract (including Products deployed by its subcontractors) during that period; the list must be marked to show the changes made during the applicable period. If no changes have been made during the reporting year, the Contractor must advise the Contracting Authority in writing that the existing list is unchanged.
- (ii) The Contractor agrees that, during the Contract Period, it will periodically (at least once a year) provide the Contracting Authority with updates regarding upcoming new Products that it anticipates deploying in the Work (for example, as it develops its "technology roadmap" or similar plans). This will allow Canada to assess those Products in advance so that any security concerns can be identified prior to the Products being deployed in connection with the services being delivered under the Contract. Canada will endeavour to assess proposed new Products within 30 calendar days, although lengthier lists of Products may take additional time.
- (iii) Canada reserves the right to conduct a complete, independent security assessment of all new SCSI. The Contractor must, if requested by the Contracting Authority, provide any information that Canada requires to perform its assessment.
- (iv) Canada may use any government resources or consultants to conduct the assessment and may contact third parties to obtain further information. Canada may use any information, whether it is provided by the Contractor or comes from another source, that Canada considers advisable to conduct a comprehensive assessment of any proposed new SCSI.

c) **Identification of New Security Vulnerabilities in SCSI already assessed by Canada:**

- (i) The Contractor must provide to Canada timely information about any vulnerabilities of which it becomes aware in performing the Work, including any weakness, or design deficiency, identified in any Product used to deliver services that would allow an unauthorized individual to compromise the integrity, confidentiality, access controls, availability, consistency or audit mechanism of the system or the data and applications it hosts.
- (ii) The Contractor acknowledges that the nature of information technology is such that new vulnerabilities, including security vulnerabilities, are constantly being identified and, that being the case, new security vulnerabilities may be identified in SCSI that have already been the subject of an SCSI assessment and assessed without security concerns by Canada, either during the procurement process or later during the Contract Period.

d) **Addressing Security Concerns:**

- (i) If Canada notifies the Contractor of security concerns regarding a Product that has not yet been deployed, the Contractor agrees not to deploy it in connection with this Contract without the consent of the Contracting Authority.

- (ii) At any time during the Contract Period, if Canada notifies the Contractor that, in Canada's opinion, there is a Product that is being used in the Contractor's solution (including use by a subcontractor) that has been assessed as having the potential to compromise or be used to compromise the security of Canada's equipment, firmware, software, systems or information, then the Contractor must:
 - (A) Provide Canada with any further information requested by the Contracting Authority so that Canada may perform a complete assessment;
 - (B) If requested by the Contracting Authority, propose a mitigation plan (including a schedule), within 10 business days, such as migration to an alternative Product. The Contracting Authority will notify the Contractor in writing if Canada approves the mitigation plan, or will otherwise provide comments about concerns or deficiencies with the mitigation plan; and
 - (C) Implement the mitigation plan approved by Canada.
 - (D) This process applies both to new Products and to Products that were already assessed pursuant to the Supply Chain Integrity Process assessment by Canada, but for which new security vulnerabilities have since been identified.
- (iii) Despite the previous Sub-article, if Canada determines in its discretion that the identified security concern represents a threat to national security that is both serious and imminent, the Contracting Authority may require that the Contractor immediately cease deploying the identified Product(s) in the Work. For Products that have already been deployed, the Contractor must identify and/or remove (as required by the Contracting Authority) the Product(s) from the Work according to a schedule determined by Canada. However, prior to making a final determination in this regard, Canada will provide the Contractor with the opportunity to make representations within 48 hours of receiving notice from the Contracting Authority. The Contractor may propose, for example, mitigation measures for Canada's consideration. Canada will then make a final determination.

e) **Cost Implications:**

- (i) Any cost implications related to a demand by Canada to cease deploying or to remove a particular Product or Products will be considered and negotiated in good faith by the Parties on a case-by-case basis and may be the subject of a Contract Amendment. However, despite any such negotiations, the Contractor must cease deploying and/or remove the Product(s) as required by Canada. The negotiations will then continue separately. The Parties agree that, at a minimum, the following factors will be considered in their negotiations, as applicable:
 - (A) with respect to Products already assessed without security concerns by Canada pursuant to an SCSl assessment, evidence from the Contractor of how long it has owned the Product;
 - (B) with respect to new Products, whether or not the Contractor was reasonably able to provide advance notice to Canada regarding the use of the new Product in connection with the Work;
 - (C) evidence from the Contractor of how much it paid for the Product, together with any amount that the Contractor has pre-paid or committed to pay with respect to maintenance and support of that Product;
 - (D) the normal useful life of the Product;
 - (E) any "end of life" or other announcements from the manufacturer of the Product indicating that the Product is or will no longer be supported;

- (F) the normal useful life of the proposed replacement Product;
 - (G) the time remaining in the Contract Period;
 - (H) whether or not the existing Product or the replacement Product is or will be used exclusively for Canada or whether the Product is also used to provide services to other customers of the Contractor or its subcontractors;
 - (I) whether or not the Product being replaced can be redeployed to other customers;
 - (J) any training required for Contractor personnel with respect to the installation, configuration and maintenance of the replacement Products, provided the Contractor can demonstrate that its personnel would not otherwise require that training;
 - (K) any development costs required for the Contractor to integrate the replacement Products into the Service Portal, operations, administration and management systems, if the replacement Products are Products not otherwise deployed anywhere in connection with the Work; and
 - (L) the impact of the change on Canada, including the number and type of resources required and the time involved in the migration.
- (ii) Additionally, if requested by the Contracting Authority, the Contractor must submit a detailed cost breakdown, once any work to address a security concern identified under this Article has been completed. The cost breakdown must contain an itemized list of all applicable cost elements related to the work required by the Contracting Authority and must be signed and certified as accurate by the Contractor's most senior financial officer, unless stated otherwise in writing by the Contracting Authority. Canada must consider the supporting information to be sufficiently detailed for each cost element to allow for a complete audit. In no case will any reimbursement of any expenses of the Contractor (or any of its subcontractors) exceed the demonstrated out-of-pocket expenses directly attributable to Canada's requirement to cease deploying or to remove a particular Product or Products.
- (iii) Despite the other provisions of this Article, if the Contractor or any of its subcontractors deploys new Products that Canada has already indicated to the Contractor are the subject of security concerns in the context of the Work, Canada may require that the Contractor or any of its subcontractors immediately cease deploying or remove that Product. In such cases, any costs associated with complying with Canada's requirement will be borne by the Contractor and/or subcontractor, as negotiated between them. Canada will not be responsible for any such costs.
- f) **General:**
- (i) The process described in this Article may apply to a single Product, to a set of Products, or to all Products manufactured or distributed by a particular supplier.
 - (ii) The process described in this Article also applies to subcontractors. With respect to cost implications, Canada acknowledges that the cost considerations with respect to concerns about subcontractors (as opposed to Products) may be different and may include factors such as the availability of other subcontractors to complete the work.
 - (iii) Any service levels that are not met due to a transition to a new Product or subcontractor required by Canada pursuant to this Article will not trigger a Service Credit, nor will a failure in this regard be taken into consideration for overall metric calculations, provided that the Contractor implements the necessary changes in accordance with the migration plan approved by Canada or proceeds immediately to implement Canada's requirements if Canada has determined that the threat to national security is both serious and imminent.

- (iv) If the Contractor becomes aware that any subcontractor is deploying Products subject to security concerns in relation to the Work, the Contractor must immediately notify both the Contracting Authority and the Technical Authority and the Contractor must enforce the terms of its contract with its subcontractor. The Contractor acknowledges its obligations pursuant to General Conditions 2035, Subsection 8(3).
- (v) Any determination made by Canada will constitute a decision with respect to a specific Product or subcontractor and its proposed use under this Contract, and does not mean that the same Product or subcontractor would necessarily be assessed in the same way if proposed to be used for another purpose or in another context.

21. Controlled Goods Program

SACC Manual Clause A9131C (2014-11-27), Controlled Goods Program

ANNEX "A" - STATEMENT OF WORK

1. Title

Robotic Process Automation (RPA) Automated Software solution and Professional Services in support of the Department of National Defence.

2. Scope

This Statement of Work (SOW) describes the requirement for a Robotic Process Automation (RPA) solution and associated Professional Services for the planning, development, implementation and deployment of the RPA capability, as well as business process improvements to the Civilian Human Resources Branch of the Department of National Defence (DND), referred to as ADM(HR-Civ).

The RPA solution is required to improve timeliness and accuracy of all HR staffing transactions for seamless integration into the Phoenix pay system and may be considered for further expansion to other DND Branches in the future

3. Background

DND's policy, Strong Secure Engaged, highly prioritizes support for people from recruitment through retirement and beyond. Ensuring DND has a well-supported, diverse, resilient people relies heavily on the efficiency and effectiveness of its staffing processes.

ADM(HR-Civ) is the functional authority for human resources activities for the civilian workforce at DND. It provides human resources (HR) services to managers throughout DND. In order to become more efficient and effective, ADM(HR-Civ) is looking to leverage technology to transform its services and examine end to end business processes that considers multiple views including the employee, the manager, the HR specialist. RPA is one tool envisioned to support HR practitioners so that they can focus on high-value added services.

DND operates under a very tight security environment. Deployment of new tools need to comply with overall IT enterprise architecture and security requirements which are approved by Shared Services Canada.

4. Problem Statement

DND has approximately 25,000 civilian employees and needs to process 20,000 e-staffing actions annually and an additional 6000 regular staffing actions to ensure strong operations. Mapping of HR business processes has shown a significant number of repetitive manual tasks, such as duplicative data entry, that can often be inefficient and time consuming. Given continued increases in workload, such as Phoenix compensation workarounds, and the number of HR employees not increasing at the same rate, DND must look at altering its business processes and leveraging technology to mitigate pay issues. Currently, numerous manual HR intervention are required in the HR Management systems, leading to potential data integrity issues and delays in submitting timely HR transactions to the Government of Canada's pay system, Phoenix. Therefore, DND is looking to streamline, expedite and reduce the manual data entry process through the RPA capability, while assuring data accuracy and quality, resulting in timely and accurate pay for DND employees. Furthermore, DND is looking at reducing the cost and time per staffing action and free up capacity to be allocated to other priorities. Appendices F and G provide additional details on the HR technical environment.

DND has investigated the potential return on investment with automation tools to replicate certain HR staffing processes' manual tasks. DND is now looking to conduct a proof of concept, and, if successful, implement the RPA solution, scale up the use of automation tools for administrative tasks (e.g. data entry) and explore automation of low-risk decisions in the staffing process. This would allow the organization to assign its number of limited HR employees to more value-added activities and priorities. It would also improve stewardship of public funds.

5. Tasks

The following HR e-Staffing business processes have been identified for possible automation:

- i. Term Extension;
- ii. Secondments;
- iii. Assignments;
- iv. Acting Less Than 4 Months;
- v. Casual; and
- vi. Deployments

5.1 Phase 1 - Planning and Proof of concept:

The tasks may include, but are not limited to the following:

- 5.1.1 Review the current DND E-Staffing business process(es) (refer to Appendix G);
- 5.1.2 Conduct interviews with DND e-staffing Subject Matter Experts;
- 5.1.3 Install and test RPA software in a DND development/test environment on an identified e-Staffing business process(es) based on planning outcomes and as indicated by the Technical Authority;
- 5.1.4 Provide proposed RPA implementation plan outlining steps required from a technical and HR functional perspective;
- 5.1.5 Develop a high-level cost-benefit and risk analysis for full implementation of the RPA solution across a selected E-Staffing business process(es), based on planning outcomes and as indicated by the Technical Authority; and
- 5.1.6 Present the final deliverables to DND project lead, project sponsor, and incorporate feedback, as required.

5.2 Phase 2- Implementation of E-staffing Process (es):

The tasks may include, but are not limited to the following:

- 5.2.1 Document the requirements to implement and maintain the business process in the production environment. This will include but is not limited to DND infrastructure requirements, training requirements, change management migration (updates to RPA software, DND application, business process etc.), bot credential management, bot governance, business continuity, and contingency planning. Develop a plan for the RPA implementation for the e-staffing processes;
- 5.2.2 Work with DND's Project and Technical Authorities to help DND prepare its production environment, technical team and users for the software installation. DND's technical staff will be permitted to work side-by-side with the Contractor during this phase to gain knowledge on the installation process and to develop a good understanding of the system setup and configuration;
- 5.2.3 Design and configure the RPA software based on the business process analysis and collaboration with DND IT. This will include testing of the design by the Contractor, development of a testing strategy for migration to the DND's user acceptance (UA) testing environment, UA testing, and associated debugging required. DND's technical staff will be permitted to work side-by-side with the Contractor during this phase to gain knowledge on the implementation process and to develop a good understanding of the system setup and configuration;
- 5.2.4 Deliver classroom training to DND business and IT employees covering the various features and components of the software solution. Additionally, DND business and IT employees will need customized training on how to develop and maintain the bot configurations, how to administer the bots

on a daily basis, and how to monitor the bots' performance. The Contractor will also supply the DND with user guides and with technical specifications; and

- 5.2.5 Prepare weekly status reports outlining completed work, planned work, and any challenges experienced. In addition to the plans and strategies previously mentioned, the Contractor will prepare a close out report summarizing the project and including recommendations for expanding toward an RPA enterprise state.

5.3 Phase 3 – Implementation of other staffing actions:

This Phase will consider the other remaining 35 staffing businesses processes that will be identified and scheduled based on business process owner readiness.

The tasks may include, but are not limited to the following:

- 5.3.1 Document the requirements to implement and maintain the business process in the production environment. This will include but is not limited to DND infrastructure requirements, training requirements, change management migration (updates to RPA software, DND application, business process etc.), bot credential management, bot governance, business continuity, and contingency planning. Develop a plan for the RPA implementation for the e-staffing processes;
- 5.3.2 Design and configure the RPA software based on the business process analysis and collaboration with DND IT. This will include testing of the design by the contractor, development of a testing strategy for migration to the DND's user acceptance (UA) testing environment, UA testing, and associated debugging required. DND's technical staff will be permitted to work side-by-side with the Contractor during this phase to gain knowledge on the implementation process and to develop a good understanding of the system setup and configuration;
- 5.3.3 Deliver classroom training to DND business and IT employees covering the various features and components of the software solution. Additionally, DND business and IT employees will need customized training on how to develop and maintain the bot configurations, how to administer the bots on a daily basis, and how to monitor the bots' performance. The contractor will also supply the DND with user guides and with technical specifications; and
- 5.3.4 Prepare weekly status reports outlining completed work, planned work, and any challenges experienced. In addition to the plans and strategies previously mentioned, the consultant will prepare a close out report summarizing the project and including recommendations for expanding toward an RPA enterprise state.

5.4 Phase 4 – Implementation of other departmental processes:

This Phase will consider other RPA implementation within DND Branches that will be identified and scheduled based on business process owner readiness.

The tasks may include, but are not limited to the following:

- 5.4.1 Document the requirements to implement and maintain the business process in the production environment. This will include but is not limited to DND infrastructure requirements, training requirements, change management migration (updates to RPA software, DND application, business process etc.), bot credential management, bot governance, business continuity, and contingency planning. Develop a plan for the RPA implementation for new processes;

- 5.4.2 Design and configure the RPA software based on the business process analysis and collaboration with DND IT. This will include testing of the design by the contractor, development of a testing strategy for migration to the DND's user acceptance (UA) testing environment, UA testing, and associated debugging required. DND's technical staff will be permitted to work side-by-side with the Contractor during this phase to gain knowledge on the implementation process and to develop a good understanding of the system setup and configuration;
- 5.4.3 Deliver classroom training to DND business and IT employees covering the various features and components of the software solution. Additionally, DND business and IT employees will need customized training on how to develop and maintain the bot configurations, how to administer the bots on a daily basis, and how to monitor the bots' performance. The contractor will also supply the DND with user guides and with technical specifications; and
- 5.4.4 Prepare weekly status reports outlining completed work, planned work, and any challenges experienced. In addition to the plans and strategies previously mentioned, the consultant will prepare a close out report summarizing the project and including recommendations for expanding toward an RPA enterprise state.

6. Resource Categories

The Contractor must provide a solution that addresses DND's need for Business Consulting, Change Management and IT Project Management services, on an as-and-when requested basis. Each required resource will be requested using the Task Authorization process. The anticipated resource categories and estimated number of resources is as follows:

Resource Categories	Estimated Number of Resources
Project Management Consultant	1
Senior Business Consultant	2
Intermediate Business Consultant	2
Junior Business Consultant	2
Senior Programmer/Software Developer	1
Intermediate Programmer/Software Developer	1
Junior Programmer/Software Developer	1
Technical Architect	1
Total	11

***Note:** The Estimated Number of Resources data above does not represent a commitment by Canada. It is provided purely for information purposes and the Contractor should anticipate it may change.

6.1 Project Management Consultant

The required services may include, but are not limited to the following:

- Manage the project during the planning, development, implementation and deployment phases by ensuring that the project is delivered within previously agreed schedule, cost and scope, which includes performance parameters;
- Formulate statements of problems; establish procedures for the development and implementation of significant, new or modified project elements to solve these problems, and obtains approval thereof;
- Define and document the objectives for the project; abiding by budgetary limits, the composition, roles and responsibilities and terms of reference for the project team;
- Report progress of the project on an ongoing basis and at scheduled points during the contract;

- Meet with DND stakeholders and other project managers to discuss potential problems and develop solutions; and
- Prepare plans, charts, tables and diagrams to assist in analyzing or displaying problems; work with a variety of project management tools.

6.2 Business Consultants

The required services may include, but are not limited to the following:

6.2.1 Senior Business Consultants:

- Lead the planning, development and implementation of an RPA solution;
- Analyze, evaluate and develop HR business processes (operational, systems, etc.);
- Identify organizational and/or business opportunities for improvement and streamlining of in-scope business processes;
- Identify and evaluate critical success parameters, factors and performance measurements;
- Assist DND stakeholders in the planning, development and implementation of business improvement processes and programs;
- Develop and manage the RPA capability implementation and business process improvement plans to identify, analyze, plan, track and control the implementation and improvement on a continuous basis;
- Advise DND Senior Management on a range of issues affecting the organization's ability to achieve the business objectives in implementing the RPA;
- Plan, prepare and lead sessions with the user community to understanding their needs and predefine the approach and techniques to be used to create work plans;
- Make recommendations and provide advice for HR business improvements and assist in developing solutions, scenarios and implement recommendations;
- Assess the organization's capacity/capability to undertake and successfully deliver the RPA solution;
- Communicate in a clear and concise manner, to the appropriate people and in a timely manner; and
- Ensure communications are clearly understood by encouraging and listening to feedback both internally and externally in the organization.

6.2.2 Intermediate Business Consultants:

- Participate in the development of an RPA solution;
- Review existing business work processes;
- Analyze existing business processes and identify opportunities for process improvements;
- Assist in the prioritization and assignment of organizational business process improvement;
- Map existing processes and developing and map recommended new processes and changes;
- Make recommendations, provide advice for improvements, assist in the development of solutions and implement the recommendations;
- Collect and analyze information and present findings on complex issues;
- Carry out or coordinate research as required and prepare reports;
- Craft business process improvement documents;
- Define, develop and implement change management strategies and plans;
- Performing Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis;
- Coach/train DND HR employees on new RPA business process;
- Identify and research best practices from other government departments and agencies in the implementation of RPA capability;
- Consult DND stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements;
- Implement and advise on risk mitigating measures;
- Use business, workflow and organizational tools;
- Analyze and define business processes related to both "As Is" and "To Be" status;

- Perform analysis of business processes to recommend the best option to address any concerns, gaps, etc. including the potential risks and benefits;
- Provide input for the development of new processes;
- Develop and implement communication strategies and plans in geographically dispersed branches of ADM(HR-Civ) going through an organizational transformation (change management);
- Develop training strategies and plans and deliver training to DND HR employees;
- Communicate in a clear and concise manner to the appropriate people and in a timely manner; and
- Ensure communications are clearly understood by encouraging and listening to feedback;

6.2.3 Junior Business Consultants:

- Participate in the development of an RPA solution;
- Produce business process improvement documents;
- Process problems into solutions or new opportunities/initiatives;
- Identify and research best industry practices;
- Document business requirements of all DND stakeholders;
- Provide advice on and/or assist in the implementation of new processes;
- Coach/train DND HR employees on new RPA business process;
- Identify the required modifications to the automated processes;
- Document workflows;
- Provide training, information sessions and mentoring on business processes realignment to DND HR employees;
- Facilitate large and small group discussion;
- Conduct interviews and workshops with DND stakeholders;
- Develop training strategies and plans and deliver training to DND HR employees;
- Communicate in a clear and concise manner, to the appropriate people and in a timely manner; and
- Ensure communications are clearly understood by encouraging and listening to feedback.

6.3 Programmer/Software Developer

The required services may include, but are not limited to the following:

6.3.1 Senior Programmer/Software Developer

- Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of significant size and complexity;
- Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
- Select and incorporate available software programs;
- Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results;
- Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs;
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
- Correct program errors by revising instructions or altering the sequence of operations; and
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

6.3.2 Intermediate Programmer/Software Developer

- Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of intermediate size and complexity;
- Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
- Select and incorporate available software programs;
- Design detailed programs, flow charts, and diagrams indicating mathematical computation and sequence of machine operations necessary to copy and process data and print the results;
- Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
- Correct program errors by revising instructions or altering the sequence of operations; and
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

6.3.3 Junior Programmer/Software Developer

- Develop and prepare diagrammatic plans for solution of business, scientific and technical problems by means of computer systems of small size and complexity;
- Analyze the problems outlined by the systems analysts/designers in terms of such factors as style and extent of information to be transferred to and from storage units, variety of items to be processed, extent of sorting, and format of final printed results;
- Translate detailed flow charts into coded machine instructions and confer with technical personnel in planning programs;
- Verify accuracy and completeness of programs by preparing sample data, and testing them by means of system acceptance test runs made by operating personnel;
- Correct program errors by revising instructions or altering the sequence of operations; and
- Test instructions, and assemble specifications, flow charts, diagrams, layouts, programming and operating instructions to document applications for later modification or reference.

6.4 Technical Architect:

- Develop technical architectures, frameworks and strategies, either for an organization or for a major application area, to meet the business and application requirements;
- Identify policies and requirements that drive out a particular solution;
- Analyze and evaluate alternative technology solutions to meet business problems;
- Ensure the integration of all aspects of technology solutions;
- Evaluate hardware and software relative to their ability to support specified requirements and, by determining potential and actual bottlenecks, improve system performance through recommended hardware changes; and
- Review computer software systems and data requirements as well as communication and response needs and determine operating systems and languages needed to support them.

7. Deliverables

The deliverables will be specified in each Task Authorization but may include, and are not limited to, the following:

- RPA implementation plan;
- Project management plan consistent with DND / ADM(HR-Civ) framework;
- Project management documentation consistent with ADM(HR-Civ) framework;
- Business process map/work flow for current state;
- Business process map/work flow for future state;
- Cost-Benefit analysis;
- HR Roles and responsibilities documentation for new business process(es);
- Work transition/change management plan;
- Lessons learned;
- Presentations for DND senior executives;
- Communication and training plans; and
- Training materials and documentation in both English and French.

8. Constraints

While the main focus will be on civilian HR staffing processes, a key participating partner will be the Canadian Armed Forces (CAF). Implementation of RPA at ADM(HR-Civ) should consider the scalability into the Military Personnel Command as well as other organizations within DND.

The Public Service Employment Act sets out the legislative requirements related to staffing. The solution will need to integrate: i) Government of Canada (GoC) standards; ii) Government of Canada accessibility standards; and iii) Official language standards.

The data sources are distributed across various GoC and/or DND/CAF systems including:

- Peoplesoft Human Resources Management System (HRMS) version 8.9;
- PeopleSoft (Phoenix) version 9.1 Compensation system;
- Sharepoint as the case management tool;
- Various forms and documents saved on GCDocs and/or shared drives;
- Various forms and documents from Central Agencies; and
- Guardian system environment (PeopleSoft version 9.1)

The majority of the data will be considered personal information and security of the data is a significant concern. As DND/CAF's Data Strategy looks to balance data access with data security, all RPA projects under this contract will need to adhere to the evolving policy landscape from the Data Strategy.

The majority of data is entered by HR practitioners but may also include entry by managers throughout the organization. The Contractor may be required to assist with the cleaning and scrubbing of data as there are known data quality issues. Furthermore, DND/CAF is upgrading its HR-to-Pay systems.

The hosting platform must be approved by the CIO of DND/CAF through ADM(IM). The majority of the systems will be housed within the Defence Wide Area Network (DWAN) and GoC data centers.

The RPA software solution will need to connect into all the above systems for the first RPA implementation. Other system connections may be required in future sprints.

8. Review and Acceptance of Contractor Deliverables

All deliverables must be submitted to the Technical Authority for review and approval.

9. Meetings

The Contractor must participate in regularly scheduled meetings in person or via telecom. Project management methodology consistent with DND / ADM(HR-Civ) framework is required, including regular project updates.

10. Travel and Living

The Contractor may be required to travel outside of the NCR to complete the work, and must be pre-approved by the Technical Authority. Reimbursement of travel expenses will be in accordance to the National Joint Council Travel Directive. Travel to and within the NCR will not be reimbursed.

11. Location of Work

The majority of the work will be performed at DND Carling campus located at 60 Moodie Drive, Ottawa, other DND locations within the National Capital Region (NCR), or remotely.

12. Language of Work

Work and deliverables must be conducted and provided in English or French to be specified in each Task Authorization. The resources must be able to communicate orally and in writing in English, French or in both official languages without any assistance and with minimal errors.

13. Applicable References

- HR technical environment;
- DND term extension business process; and
- E-staffing Term extension process

APPENDIX "A" TO ANNEX A – TRANSACTION VOLUMETRICS

Within e-Staffing, 8 unique scenarios were identified and categorized into "long" and "short" scenarios. These scenarios include 3 key stakeholder groups interacting with up to 8 systems / applications. In total, the e-Staffing team of 18-20 HR Assistants and HR Coordinators process approximately 20,000 e-Staffing actions annually.

Below outlines the application, key stakeholders, and different e-Staffing scenarios.

Systems / Applications	
HRMS (PeopleSoft)	InfoPath (SharePoint)
Phoenix Payroll System (PeopleSoft)	Microsoft Outlook
Adobe Acrobat	Microsoft Excel
WebSTAS (Security Clearance System)	Microsoft Word

Key Stakeholder Groups
Hiring Manager / Staffing Sub-Delegate
Employee
HR Assistant / HR Coordinator

"Short" Scenarios

Process	Annual Volume	Approx. # of steps	Processing Time
Term Extensions	600	100	15-20 mins
Acting < 4 Months	12,000	75	20-30 mins
3 Year Term to Indeterminate	10	100	20-30 mins
Secondments	200	100	20-25 mins
Assignments	450	100	20-25 mins

"Long" Scenarios

Process	Annual Volume	Approx. # of Steps	Processing Time
Casual	4,000	200	60-90 mins
Part Time Exclusions	150	175	60-90 mins
Deployments	1,800	175	60-75 mins

To determine where RPA can be leveraged, and to develop the potential future state, a detailed current state step-by-step process flow was developed for Term Extensions. This scenario involves over 100 steps across 8 applications.

The text below provides a high level overview of the actions required for the **current- state Term Extension**.

1. **MANAGER** - Identifies a need for a Term Extension for an employee
2. **MANAGER** - Completes Term Extension action request form in PeopleSoft and attaches completed Section 34 and Employee Security Clearance
3. **STAFFING SUB-DELEGATE** - Approves Term Extension in PeopleSoft
4. **EMPLOYEE** - Approves the Term Extension in PeopleSoft
5. **HR ASSISTANT** - Verify Term Extension request has been completed accurately (no errors in data entry, extension dates in the future, appropriate approvals)
6. **HR ASSISTANT** - Verify employee approval and staffing sub-delegation of authority approval
7. **HR ASSISTANT** - Verify attached Section 34 and Security documents are valid and completed accurately
8. **HR ASSISTANT** - Verify that data inputted has been propagated to Phoenix and is accurate
9. **HR ASSISTANT** - Send email to all relevant stake holders with screenshots confirming completion of HR Action
10. **HR ASSISTANT** - Close HR Request in PeopleSoft

The below text outlines the proposed future state process for e-Staffing Term Extensions:

1. **RPA BOT** - Notify manager of Term Employees with contracts ending in 90 days
2. **MANAGER** - Completes Term Extension action request form in PeopleSoft and attaches completed Section 34
3. **STAFFING SUB-DELEGATE** - Approves Term Extension in PeopleSoft
4. **EMPLOYEE** - Approves the Term Extension in PeopleSoft
5. **RPA BOT** - Verify Term Extension request has been completed accurately (no errors in data entry, extension dates in the future)
6. **RPA BOT** - Verify employee approval and staffing sub-delegation of authority approval
7. **RPA BOT** - Verify data and digital signature on Section 34 form have been completed accurately
8. **RPA BOT** - Verify security clearance in WebSTAS
9. **RPA BOT** - Input Term Extension record into PeopleSoft
10. **RPA BOT** - Verify that data inputted has been propagated to Phoenix and is accurate
11. **RPA BOT** - Send email to all relevant stake-holders with screenshots confirming completion of HR Action
12. **RPA BOT** - Close HR Request in PeopleSoft

Similar future state processes would be implemented for the other e-Staffing actions such as Acting, Deployment, Casual, etc.

In addition to the detailed review of e-Staffing actions, a high-level review of Staffing processes was conducted to assess the feasibility of using RPA to automate portions of the process. The Staffing actions are more complex than e-Staffing actions involving a significant amount of communication between the Staffing Team and Hiring Manager and takes several days to complete, however it was identified that process improvements and cost savings can be achieved through implementation of RPA technology.

Within Staffing actions, 6 scenarios were identified, involving 4 key stakeholder groups interacting with up to 10 systems / applications. In total, the Staffing team of 205 Staffing Advisors and HR Assistants process approximately 6,000 Staffing actions annually. The tables below outline the key stakeholders, applications and the different Staffing scenarios.

Systems / Applications	
HRMS (PeopleSoft)	InfoPath (SharePoint)
Phoenix Payroll System (PeopleSoft)	Microsoft Outlook
Adobe Acrobat	Microsoft Excel
WebSTAS (Security Clearance System)	Microsoft Word
PSPC's Public Services Resourcing System (PSRS)	National Staffing Log

Key Stakeholder Groups
Hiring Manager / Staffing Sub-Delegate
Employee / Candidates
HR Assistant / HR Coordinator
Staffing Advisor

Process	Annual Volume
Acting >4 Months	575
Deployment	1,150
Internal Non-Advertised	1,600
External Non-Advertised	1,200
Internal Advertised	600
External Advertised	950

APPENDIX "C" TO ANNEX A - TASKING ASSESSMENT PROCEDURE

1. Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix B to Annex A will be provided to the Contractor in accordance with the Contract Article titled "Task Authorization Process". Once a draft TA Form is received, the Contractor must submit to the DND Procurement Authority a proposal for the requested Resource Categories and/or the goods based on the information identified in the TA Form. The proposal must be submitted to Canada within the time for response identified in the TA Form.
2. For each proposed resource, the Contractor must supply a résumé, the requested security clearance information and must complete the Resources Assessment Criteria and Response Table at Appendix D to Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - (i) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix E to Annex A, Certifications).
 - (ii) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - (iii) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this Contract or if the entity is not specified, the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - (iv) For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
 - (v) For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - (vi) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.

3. The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix D to Annex A to determine each proposed resource compliance with the Resource Assessment Criteria.

Once the proposal has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

APPENDIX "D" TO ANNEX A – RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

Resource Minimum Qualifications – Business Consultant – Intermediate

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ1	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of experience in the last ten (10) years from the date of the TA proposal advising senior management (Director level or higher) on business process transformation projects.			
MQ2	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of experience from the date of the TA proposal in writing or reviewing business documents (e.g. briefing notes, presentations, reports, and assessments) for business process transformation projects.			
MQ3	The Bidder must demonstrate that the proposed resource has obtained, at a minimum, a Bachelor's degree from a recognized* Canadian university or the equivalent as established by a recognized* Canadian academic credentials assessment service, if obtained outside Canada, *The list of recognized Canadian academic credentials assessment service providers can be found under the Canadian Information Centre for International Credentials website, at the following Internet link: http://www.cicic.ca/indexe.stm			
MQ4	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

Resource Minimum Qualifications – Business Consultant - Junior

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ5	The Bidder must demonstrate that the proposed resource has a minimum of two (2) years of experience in the last five (5) years from the date of the TA proposal advising senior management (Director level or higher) on business processes on business process transformation projects.			

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ6	The Bidder must demonstrate that the proposed resource has a minimum of two (2) years of experience in writing or reviewing business documents for business process transformation projects. (e.g. briefing notes, presentations, reports, and assessments)			
MQ7	The Bidder must demonstrate that the proposed resource has obtained, at a minimum, a Bachelor's degree from a recognized* Canadian university or the equivalent as established by a recognized* Canadian academic credentials assessment service, if obtained outside Canada*The list of recognized Canadian academic credentials assessment service providers can be found under the Canadian Information Centre for International Credentials website, at the following Internet link: http://www.cicic.ca/indexe.stm			
MQ8	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

Resource Minimum Qualification – Project Manager

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ9	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of experience in the last ten (10) years from the date of the TA proposal advising senior management (Director level or higher) on project management in IM/IT or HR business transformation.			
MQ10	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of experience writing or reviewing project documentation (e.g. charters, project plans, business case, briefing notes, presentations, risk analysis reports) in IM/IT or HR business transformation.			
MQ11	The Bidder must demonstrate that the proposed resource has obtained, at a minimum, a Bachelor's degree from a recognized* Canadian university or the equivalent as established by a recognized* Canadian			

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
	academic credentials assessment service, if obtained outside Canada. *The list of recognized Canadian academic credentials assessment service providers can be found under the Canadian Information Centre for International Credentials website, at the following Internet link: http://www.cicic.ca/indexe.stm .			
MQ12	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

Resource Minimum Qualification - Technical Architect

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ13	The Bidder must demonstrate that the proposed resource has experience on a minimum of two projects (2) in the implementation of RPA (Robotic Process Automation solutions, preferably in the HR domain).			
MQ14	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal			

Resource Minimum Qualification – Programmer/Software Developer - Senior

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ15	The Bidder must demonstrate that the proposed resource has a minimum of ten (10) years of Application Development experience as a Programmer/Software Developer.			
MQ16	The Bidder must demonstrate that the proposed resource has a minimum of three (3) years of experience working with Robotic Process Automation (RPA).			

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ17	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of experience within the last ten (10) from the date of the TA proposal designing, building, testing and documenting Service Oriented Architecture (SOA) integration components.			
MQ18	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

Resource Minimum Qualification – Programmer/Software Developer – Intermediate

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ19	The Bidder must demonstrate that the proposed resource has a minimum of five (5) years of Application Development experience as a Programmer/Software Developer.			
MQ20	The Bidder must demonstrate that the proposed resource has a minimum of one (1) year of experience working with Robotic Process Automation (RPA).			
MQ21	The Bidder must demonstrate that the proposed resource has a minimum of two (2) years of experience within the last five (5) years from the date of the TA proposal designing, building, testing and documenting Service Oriented Architecture (SOA) integration components.			
MQ22	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

Resource Minimum Qualification – Programmer/Software Developer – Junior

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
MQ23	The Bidder must demonstrate that the proposed resource has a minimum of two (2) years of			

Contract No. - N° du contrat
 W6369-200130

Amd. No. - N° de la modif.

Criteria	Resource Minimum Qualification	Statement of Compliance and Cross Reference to Proposal/Resume	MET	NOT MET
	experience working as a Programmer/Software Developer.			
MQ24	The Bidder must demonstrate that the proposed resource has a minimum of one (1) year of experience within the last three (3) from the date of the TA proposal designing, building, testing and documenting Service Oriented Architecture (SOA) integration components.			
MQ25	The Bidder must demonstrate that the proposed resource holds a valid security clearance at the security level specified on the draft Task Authorization at time of proposal.			

APPENDIX "E" TO ANNEX A - CERTIFICATION AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

 Print name of authorized individual & sign above

 Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

 Print name of authorized individual & sign above

 Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract Period the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

 Print name of authorized individual & sign above

 Date

4. CERTIFICATION OF LANGUAGE - English

The Contractor certifies that the proposed resource(s) in response to this draft Task Authorization is/are fluent in English. The individual(s) proposed must be able to communicate orally and in writing in English without any assistance and with minimal errors.

 Print name of authorized individual & sign above

 Date

APPENDIX “F” TO ANNEX A – RPA SOFTWARE PRE-REQUISITE INSTALLATION AND CONFIGURATION REQUIREMENTS

Shared Services Canada is the government department responsible for the management of all infrastructure for The Department of National Defence (DND). As such, SSC has identified following pre-requisites for the installation and configuration of the RPA software:

1. The application (software) must run on SSC managed infrastructure and **not** vendor hardware;
2. Software must be compatible with Windows 2016+ Server version; and
3. Software should be able to be installed on a virtualized infrastructure, e.g. (VMWare)

Detailed Software Requirements (Typical):

1. Server OS

Software - Compatible Versions:

Windows Server

- 2008 R2 SP1
- 2012 R2
- 2016
- 2019

2. Databases

Software - Compatible Versions

SQL Server

- 2008 R2 Standard or Enterprise Edition
- 2012 Standard or Enterprise Edition
- 2014 Standard or Enterprise Edition
- 2016 Standard or Enterprise Edition
- 2017 Standard or Enterprise Edition

Redis Enterprise

- 5.2 - 5.4

Redis (on Linux)

- 3.0.7 - 5.0.4

Redis (on Windows)

- 3.0.504

Redis on Windows is possible but **not recommended**. It has not been updated since July 2016, and it is not supported by either Redis or RedisLabs.

3. Browsers

Software - Compatible Versions

Google Chrome

- 50+

Internet Explorer

- 11
The Enterprise Mode needs to be turned off in Internet Explorer. Details on [this page](#).

Microsoft Edge

- 20+

4. Software Frameworks

Software - Compatible Versions

.NET Framework

- 4.6.1+

5. Web Servers

Software - Compatible Versions

IIS

- 7.5+
- IIS Modules - URL Rewrite
- 2.0+

6. Virtualization Platforms

Note

Any platform that can create a Windows Virtual Machine can be used as well.

Software - Compatible Versions

Citrix XenDesktop

Contract No. - N° du contrat
W6369-200130

Amd. No. - N° de la modif.

- 7.6+

Oracle VirtualBox

- 5.0+

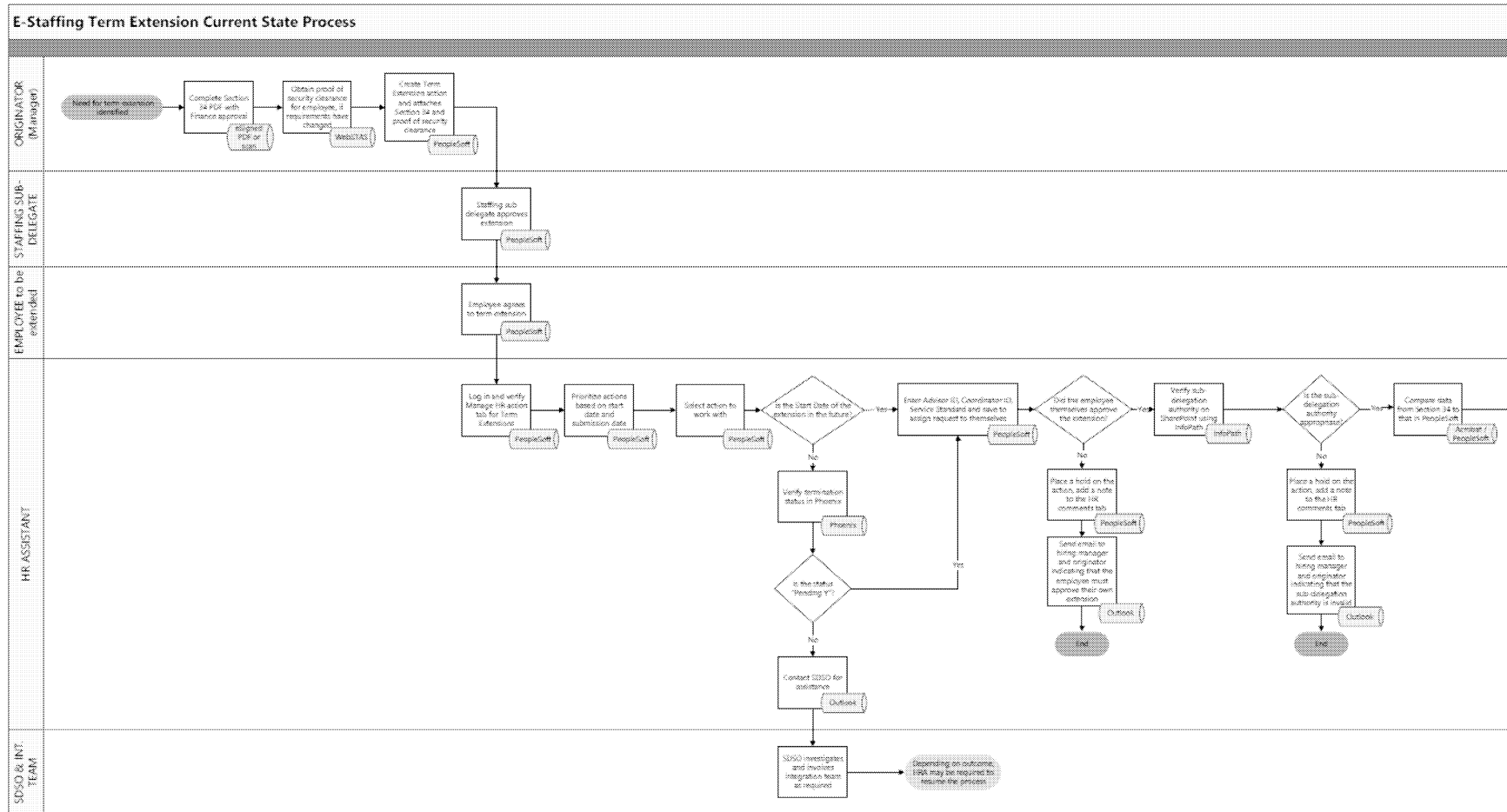
Microsoft Hyper-V

VMWare

Contract No. - N° du contrat
W6369-200130

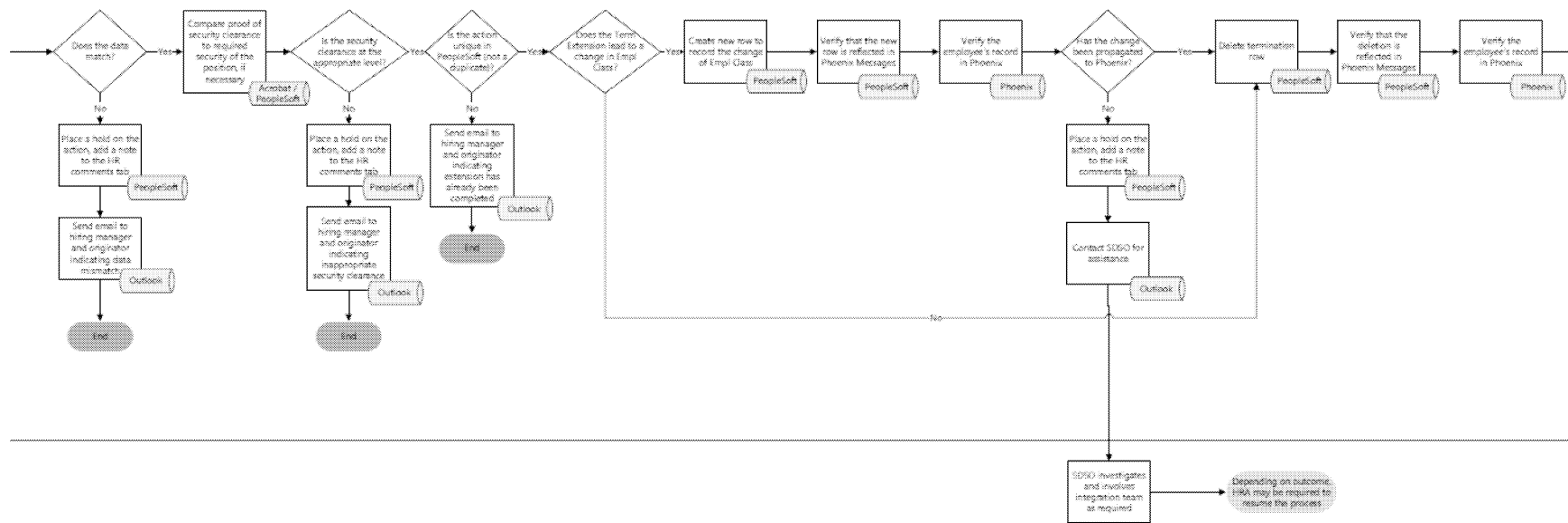
Amd. No. - N° de la modif.

APPENDIX "G" TO ANNEX A - DND TERM EXTENSION CURRENT-STATE BUSINESS PROCESS



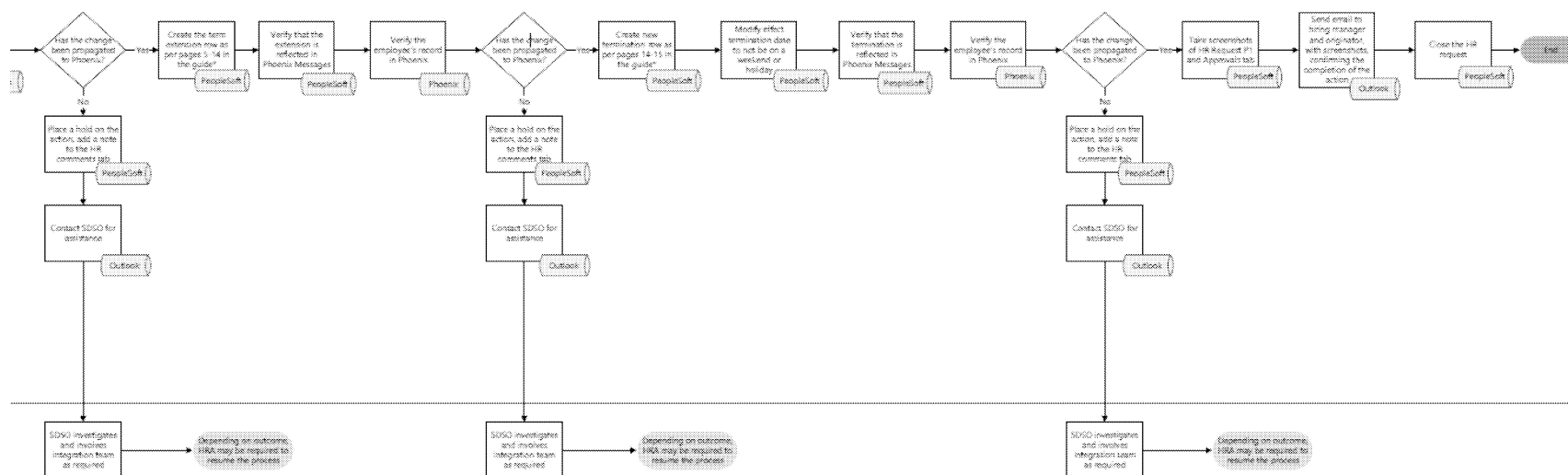
Contract No. - N° du contrat
W6369-200130

Amd. No. – N° de la modif.



Contract No. - N° du contrat
W6369-200130

Amd. No. – N° de la modif.



s.20(1)(b)

s.20(1)(c)

Contract No. - N° du contrat
 W6369-200130

Amd. No. - N° de la modif.

ANNEX "B" – LIST OF DELIVERABLES AND PRICING

1.0 Work performed under Task Authorization 1: \$0.00

2.0 Professional Services

The Contractor will be paid all-inclusive fixed time rates as follows:

Category	Level of Expertise	All-Inclusive Fixed Daily Rate (per Resource)
Initial Contract Period: from date of contract to 31 March 2022		
Project Management Consultant		
Business Consultant	Senior	
Business Consultant	Intermediate	
Business Consultant	Junior	
Programmer/Software Developer	Senior	
Programmer/Software Developer	Intermediate	
Programmer/Software Developer	Junior	
Technical Architect		
Extended Contract Period 1 (If Option is Exercised): from 01 April 2022 to 31 March 2023		
Project Management Consultant		
Business Consultant	Senior	
Business Consultant	Intermediate	
Business Consultant	Junior	
Programmer/Software Developer	Senior	
Programmer/Software Developer	Intermediate	
Programmer/Software Developer	Junior	
Technical Architect		
Extended Contract Period 2 (If Option is Exercised): from 01 April 2023 to 31 March 2024		
Project Management Consultant		
Business Consultant	Senior	
Business Consultant	Intermediate	
Business Consultant	Junior	
Programmer/Software Developer	Senior	

s.20(1)(b)

s.20(1)(c)

Contract No. – N° du contrat
 W6369-200130

Amd. No. – N° de la modif.

Category	Level of Expertise	All-Inclusive Fixed Daily Rate (per Resource)
Programmer/Software Developer	Intermediate	
Programmer/Software Developer	Junior	
Technical Architect		

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked in accordance with the following formula:

$(\text{Hours worked} \times \text{applicable firm all-inclusive per diem rate}) \div 7.5 \text{ hours}$

No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

3.0 Software, Maintenance and Support

The Contractor will be paid all-inclusive firm rates as follows:

A	B	C	D	E
Description	Type and Quantity of Licenses Required	Unit of Issue	Firm Unit Price (Taxes Excluded)	Total All-Inclusive Firm Rate
				B x D
Initial Contract Period: from date of contract to 31 March 2022				
RPA software solution		ea		
Annual Maintenance and support for RPA software solution	Incl.	Incl.		
Total Cost for Initial Contract Period				
Extended Contract Period 1 (If Option is Exercised): from 01 April 2022 to 31 March 2023				
RPA software solution		ea		
Annual Maintenance and support for RPA software solution	Incl.	Incl.		
Total Cost for Option Period 1				
Extended Contract Period 2 (If Option is Exercised): from 01 April 2023 to 31 March 2024				
RPA software solution		ea		
Annual Maintenance and support for RPA software solution	Incl.	Incl.		
Total Cost for Option Period 2				

4.0 Cost Reimbursable Expenses

4.1 Authorized travel and living expenses for Work

Concerning the requirements to travel described in section 12 of the Statement of Work in Annex A, the Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside of a radius of 100 kilometers of the Contractor's place of business, at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

All travel must have the prior authorization of the Technical Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

4.2 Total Estimated Cost of Authorized Travel and Living Expenses

Initial Contract Period: \$2,000.00

Extended Contract Period 1 (If Option is Exercised): \$2,000.00

Extended Contract Period 2 (If Option is Exercised): \$2,000.00

5.0 Total Estimated Cost of Task Authorizations

Initial Contract Period: \$2,174,385.00

Extended Contract Period 1 (If Option is Exercised): \$TBD

Extended Contract Period 2 (If Option is Exercised): \$TBD

6.0 Total Estimated Cost

Initial Contract Period: \$2,200,000.00

Extended Contract Period 1 (If Option is Exercised): \$TBD

Extended Contract Period 2 (If Option is Exercised): \$TBD

Contract No. - N° du contrat
W6369-200130

Amd. No. - N° de la modif.

ANNEX "C" - SECURITY REQUIREMENTS CHECK LIST


Government of Canada / Gouvernement du Canada		COMMON-PS-SRCL#24 Contract Number / Numéro du contrat W6369-200130 Security Classification / Classification de sécurité UNCLASSIFIED	
SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)			
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		2. Branch or Directorate / Direction générale ou Direction	
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail			
5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées? <div style="float: right;"> <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui </div>			
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <div style="float: right;"> <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui </div>			
6. Indicate the type of access required / Indiquer le type d'accès requis			
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c.) / (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c.) <div style="float: right;"> <input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui </div>			
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <div style="float: right;"> <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui </div>			
6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <div style="float: right;"> <input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui </div>			
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès			
Canada <input checked="" type="checkbox"/>		NATO / OTAN <input type="checkbox"/>	
Foreign / Étranger <input type="checkbox"/>			
7. b) Release restrictions / Restrictions relatives à la diffusion		7. b) Release restrictions / Restrictions relatives à la diffusion	
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>		No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>	
Not releasable / À ne pas diffuser <input type="checkbox"/>		Not releasable / À ne pas diffuser <input type="checkbox"/>	
Restricted to: / Limité à: <input type="checkbox"/>		Restricted to: / Limité à: <input type="checkbox"/>	
Specify country(ies) / Préciser le(s) pays:		Specify country(ies) / Préciser le(s) pays:	
7. c) Level of information / Niveau d'information			
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>		NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>		NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	
PROTECTED C / PROTÉGÉ C <input checked="" type="checkbox"/>		NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	
CONFIDENTIAL / CONFIDENTIEL <input checked="" type="checkbox"/>		NATO SECRET / NATO SECRET <input type="checkbox"/>	
SECRET <input checked="" type="checkbox"/>		COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	
TOP SECRET <input type="checkbox"/>			
TRÈS SECRET <input type="checkbox"/>			
TOP SECRET (SIGINT) <input type="checkbox"/>			
TRÈS SECRET (SIGINT) <input type="checkbox"/>			

TBS/SC1 350-103(2004/12)


Security Classification / Classification de sécurité
 UNCLASSIFIED

Contract No. - N° du contrat
 W6369-200130

Amd. No. - N° de la modif.

COMMON-PS-SRCL#24			
 Government of Canada Gouvernement du Canada	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Contract Number / Numéro du contrat W6369-200130</td> </tr> <tr> <td style="text-align: center;">Security Classification / Classification de sécurité UNCLASSIFIED</td> </tr> </table>	Contract Number / Numéro du contrat W6369-200130	Security Classification / Classification de sécurité UNCLASSIFIED
Contract Number / Numéro du contrat W6369-200130			
Security Classification / Classification de sécurité UNCLASSIFIED			

PART A (continued) / PARTIE A (suite)	
8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If Yes, indicate the level of sensitivity. Dans l'affirmative, indiquer le niveau de sensibilité :	
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	
PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)	
10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis	
<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITE <input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT <input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS	<input checked="" type="checkbox"/> CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/> SPECIAL COMMENTS Commentaires spéciaux :
NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided. REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.	
10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)	
INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS	
11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
PRODUCTION	
11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)	
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes

TBS/SCT 350-103(2004/12)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Security Classification / Classification de sécurité UNCLASSIFIED</td> </tr> </table>	Security Classification / Classification de sécurité UNCLASSIFIED	
Security Classification / Classification de sécurité UNCLASSIFIED			

Contract No. - N° du contrat
W6369-200130

Amd. No. - N° de la modif.

COMMON-PS-SRCL#24



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

W6369-200130
Security Classification / Classification de sécurité
UNCLASSIFIED

PART C. (continued) / PARTIE C. (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO					COMSEC				
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COMSEC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
				CONFIDENTIAL	SECRET	TOP SECRET	NATO CONFIDENTIAL	NATO COMSEC TOP SECRET	A	B	C					
Information / Assets Renseignements / Ressources Production					✓											
IT Media / Support IT Lien électronique					✓											

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?
- ☒ No / Non ☐ Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.
12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?
- ☒ No / Non ☐ Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

T65/5CT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada

Contract No. - N° du contrat
W6369-200130

Amd. No. - N° de la modif.

Poor quality original / Original de qualité médiocre

COMMON-PS-SRC 4

Government
of CanadaGouvernement
du Canada

Contract Number / Numéro du contrat

W6369-200130

Security Classification / Classification de sécurité

UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

*Phil Furel**2000**P Furel*

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

*416-501-6370**416-501-6370**Phil.Furel@forces.gc.ca*

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Sasa Medjovic - ODSC - Industrial Security

Senior Security Analyst

Sasa Medjovic

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

*416-501-6370**416-501-6370**Sasa.Medjovic@forces.gc.ca**2009 June 28*

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?

Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☐ No ☒ Yes

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

JOHNSTON, KENT

Digitally signed by JOHNSTON,
KENT
Date: 2009.07.21 13:14:10 -0400

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)

Title - Titre

Signature

Saumur, Jacques O

Digitally signed by Saumur, Jacques O
DN: cn=J. O. Saumur, o=Forces armées
canadiennes, ou=Ministère de la Défense
Date: 2011.02.24 16:30:18 -0500

Telephone No. - N° de téléphone

Facsimile No. - N° de télécopieur

E-mail address - Adresse courriel

Date

Jacques Saumur

Contract Security Officer

Contracts Security Division / Division des contrats sécurité

Contract Security Program / Programme de sécurité des contrats

Public Services and Procurement Canada / Services publics et Approvisionnement Canada

Jacques.Saumur@ps-pc.gc.ca

Telephone / Téléphone 613-948-1732

Facsimile / Télécopieur 613-948-1712

s.20(1)(c)
 s.20(1)(d)

Contract No. – N° du contrat
 W6369-200130

Amd. No. – N° de la modif.

ANNEX “D” – SUPPLY CHAIN SECURITy INFORMATION (SCSI)

PROCUREMENT NAME:	Robotic Process Automation (RPA) Software Solution and professional services
SOLICITATION #:	Request for Proposals No. W6369-200130/A
BIDDER NAME:	Deloitte Inc.

<p align="center">Supply Chain Security Information</p> <p align="center">SUBMISSION FORM</p>

Section B – Ownership Information

OEM/Reseller name Number	OEM/Reseller DUNS	Ownership	Investors	Executives	Corporate website link
Deloitte Inc.	243651325				https://www2.deloitte.com/ca/en.html

s.19(1)
 s.20(1)(c)
 s.20(1)(d)

Contract No. - N° du contrat
 W6369-200130

Amd. No. - N° de la modif.

OEM/Reseller name Number	OEM/Reseller DUNS	Ownership	Investors	Executives	Corporate website link
		Accel London V L.P. - 11,5479%			
		Digital East Fund 2013 SCA SICAR - 8.5805%			
		Accel Growth Fund IV L.P. - 5.2935%			
			Accel		https://www.accel.com/
			Capital G		https://capitalg.com/
			Coatue Management LLC		http://www.coatue.com/
			Credo Ventures		https://www.credoventures.com/
			Dragoneer		http://www.dragoneer.com/
			Earlybird		http://www.earlybird.com/
			IVP		https://www.ivp.com/
			Kleiner Perkins Caufield & Byers		https://www.kleinerperkins.com/

s.19(1)

s.20(1)(c)

s.20(1)(d)

Contract No. - N° du contrat
 W6369-200130

Amd. No. - N° de la modif.

OEM/Reseller name Number	OEM/Reseller DUNS	Ownership	Investors	Executives	Corporate website link
			Madrona Ventures Group		https://www.madrona.com/
			Meritech Capital		https://www.meritechcapital.com/
			Sands Capital Ventures		https://sandscapital.com/
			Seedcamp		http://seedcamp.com/
			Sequoia		https://www.sequoiacap.com/
			Wellington Management Funds		https://www.wellingtonfunds.com/

s.19(1)

s.20(1)(c)

s.20(1)(d)

Contract No. - N° du contrat
W6369-200130

Amd. No. – N° de la modif.

OEM/Reseller name Number	OEM/Reseller DUNS	Ownership	Investors	Executives	Corporate website link

Contract No. - N° du contrat
W6369-200130

Amd. No. - N° de la modif.

ANNEX "E" - NON-DISCLOSURE AGREEMENT

I, _____, recognize that in the course of my work as an employee or subcontractor of _____, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. W6369-200130 between Her Majesty the Queen in right of Canada, represented by the Department of National Defence and _____, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: W6369-200130.

Signature

Date

UNCLASSIFIED

National Defence

Défense nationale

National Defence Headquarters
Ottawa, Ontario
K1A 0K2Quartier général de la Défense nationale
Ottawa, Ontario
K1A 0K2

Solicitation Number: W6369-200130/A

21 July 2020

Deloitte Inc.
100 Queen St. 16th Floor
Ottawa ON, K1P 5T8

Dear

Thank you for submitting a proposal addressing the requirement for Robotic Process Automation for the Department of National Defence. The evaluation has been completed and I am pleased to inform you that Deloitte Inc. is the successful bidder.

Please find enclosed the resulting contract. The initial contract period is valued at \$2,200,000, Applicable Taxes extra. The Contract includes two (2) one-year option periods.

Please note that a Visit Clearance Request must be submitted by your firm to the Canadian Industrial Security Directorate at Public Services and Procurement Canada for each resource, with the Technical Authority as the point of contact, and must be approved before work may begin.

Your demonstrated interest in providing services to the Department is very much appreciated. Please contact Kent Johnston by e-mail at Kent.Johnston@forces.gc.ca should you have any questions about the evaluation or require a debriefing.

Sincerely,

**JOHNSTON,
KENT**Digitally signed by
JOHNSTON, KENT
Date: 2020.07.21 11:48:07
-04'00'Kent Johnston
Senior Procurement OfficerCanada

TASK AUTHORIZATION AUTORISATION DES TÂCHES

All invoices/progress claims must show the reference Contract and Task numbers. Toutes les factures doivent indiquer les numéros du contrat et de la tâche.		Contract no. – N° du contrat	
		W6369-200130	
		Task no. – N° de la tâche	
		2020-001	
Amendment no. – N° de la modification	Increase/Decrease – Augmentation/Réduction	Previous value – Valeur précédente	
0.00	0.00	0.00	
To – À Deloitte Inc. 100 Queen St. 16th Floor Ottawa ON, K1P 5T8	TO THE CONTRACTOR You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task. Please advise the undersigned if the completion date cannot be met. Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract. À L'ENTREPRENEUR Vous êtes prié de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande. Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat.		
Delivery location – Expédiez à TBD	JOHNSTON, KENT Digitally signed by JOHNSTON, KENT Date: 2020.07.21 12:05:25 -04'00' _____ Date for the Department of National Defence pour le ministère de la Défense nationale		
Delivery/Completion date – Date de livraison/d'achèvement			
Contract item no. N° d'article du contrat	Services		Cost Prix
1.	TASK AUTHORIZATION #2020-001 REFERENCES: A. DND Contract W6369-200130 B. Statement of Work for Task Number 2020-001 (under development) REQUIREMENT: This task is in support of robotic process automation development services for HR processes. TASK PERIOD: The Task Authorization is from task award to - date TBD. STATEMENT OF WORK: As per the Statement of Work for Task Number 2020-001 (SOW to be provided after contract award). DELIVERABLES: As per the Statement of Work for Task Number 2020-001 (SOW to be provided after contract award). 1. Review the current E-Staffing term extension business process; 2. Conduct interviews with e-staffing Subject Matter Experts regarding the term extension process; 3. Install and test RPA software in a DND development/test environment on the Term Extension process based on planning outcomes and as indicated by the Technical Authority; 4. Provide proposed RPA implementation plan outlining steps required from a technical and HR functional perspective; 5. Develop a high-level cost-benefit and risk analysis for full implementation of the RPA solution Term Extension process based on planning outcomes and as indicated by the Technical Authority; and 6. Present the final deliverables to DND project lead, project sponsor, and incorporate feedback, as required.		\$0.00
	GST/HST TPS/TVH		\$0.00
	Total		\$0.00
APPLICABLE ONLY TO PWGSC CONTRACTS: The Contract Authority signature is required when the total value of the DND 626 exceeds the threshold specified in the contract. NE S'APPLIQUE QU'AUX CONTRATS DE TPSGC : La signature de l'autorité contractante est requise lorsque la valeur totale du formulaire DND 626 est supérieure au seuil précisé dans le contrat.			
_____ for the Department of Public Works and Government Services pour le ministère des Travaux publics et services gouvernementaux			

Instructions for completing DND 626 - Task Authorization

Contract no.

Enter the PWGSC contract number in full.

Task no.

Enter the sequential Task number.

Amendment no.

Enter the amendment number when the original Task is amended to change the scope or the value.

Increase/Decrease

Enter the increase or decrease total dollar amount including taxes.

Previous value

Enter the previous total dollar amount including taxes.

To

Name of the contractor.

Delivery location

Location where the work will be completed, if other than the contractor's location.

Delivery/Completion date

Completion date for the task.

for the Department of National Defence

Signature of the DND person who has delegated **Authority** for signing DND 626 (level of authority based on the dollar value of the task and the equivalent signing authority in the PAM 1.4). **Note:** the person signing in this block ensures that the work is within the scope of the contract, that sufficient funds remain in the contract to cover this task and that the task is affordable within the Project/Unit budget.

Services

Define the requirement briefly (attach the SOW) and identify the cost of the task using the contractor's quote on the level of effort. The Task must use the basis of payment stipulated in the contract. If there are several basis of payment then list here the one(s) that will apply to the task quote (e.g. milestone payments; per diem rates/labour category hourly rates; travel and living rates; firm price/ceiling price, etc.). All the terms and conditions of the contract apply to this Task Authorization and cannot be ignored or amended for this task. Therefore it is not necessary to restate these general contract terms and conditions on the DND 626 Task form.

Cost

The cost of the Task broken out into the individual costed items in **Services**.

GST/HST

The GST/HST cost as appropriate.

Total

The total cost of the task. The contractor may not exceed this amount without the approval of DND indicated on an amended DND 626. The amendment value may not exceed 50% (or the percentage for amendments established in the contract) of the original value of the task authorization. The total cost of a DND 626, including all amendments, may not exceed the funding limit identified in the contract.

Applicable only to PWGSC contracts

This block only applies to those Task Authorization contracts awarded by PWGSC. The contract will include a specified threshold for DND sole approval of the DND 626 and a percentage for DND to approve amendments to the original DND 626. Tasks that will exceed these thresholds must be passed to the PWGSC Contracting Authority for review and signature prior to authorizing the contractor to begin work.

Note:

Work on the task may not commence prior to the date this form is signed by the DA Authority - for tasks within the DND threshold; and by both DND and PWGSC for those tasks over the DND threshold.

Instructions pour compléter le formulaire DND 626 - Autorisation des tâches

N° du contrat

Inscrivez le numéro du contrat de TPSGC en entier.

N° de la tâche

Inscrivez le numéro de tâche séquentiel.

N° de la modification

Inscrivez le numéro de modification lorsque la tâche originale est modifiée pour en changer la portée.

Augmentation/Réduction

Inscrivez le montant total de l'augmentation ou de la diminution, y compris les taxes.

Valeur précédente

Inscrivez le montant total précédent, y compris les taxes.

À

Nom de l'entrepreneur.

Expédiez à

Endroit où le travail sera effectué, si celui-ci diffère du lieu d'affaires de l'entrepreneur.

Date de livraison/d'achèvement

Date d'achèvement de la tâche.

pour le ministère de la Défense nationale

Signature du représentant du MDN auquel on a délégué le **pouvoir d'approbation** en ce qui a trait à la signature du formulaire DND 626 (niveau d'autorité basé sur la valeur de la tâche et le signataire autorisé équivalent mentionné dans le MAA 1.4). **Nota** : la personne qui signe cette attache de signature confirme que les travaux respectent la portée du contrat, que suffisamment de fonds sont prévus au contrat pour couvrir cette tâche et que le budget alloué à l'unité ou pour le projet le permet.

Services

Définissez brièvement le besoin (joignez l'ET) et établissez le coût de la tâche à l'aide de la soumission de l'entrepreneur selon le niveau de difficulté de celle-ci. Les modalités de paiement stipulées dans le contrat s'appliquent à la tâche. Si plusieurs d'entre elles sont prévues, énumérez ici celle/celles qui s'appliquera/ront à la soumission pour la tâche à accomplir (p.ex. acompte fondé sur les étapes franchies; taux quotidien ou taux horaire établi selon la catégorie de main-d'œuvre; frais de déplacement et de séjour; prix fixe ou prix plafond; etc.). Toutes les modalités du contrat s'appliquent à cette autorisation de tâche et ne peuvent être négligées ou modifiées quant à la tâche en question. Il n'est donc pas nécessaire de répéter ces modalités générales afférentes au contrat sur le formulaire DND 626.

Prix

Mentionnez le coût de la tâche en le répartissant selon les frais afférents à chaque item mentionné dans la rubrique **Services**.

TPS/TVH

Mentionnez le montant de la TPS/TVH, s'il y a lieu.

Total

Mentionnez le coût total de la tâche. L'entrepreneur ne peut dépasser ce montant sans l'approbation du MDN, formulaire DND 626 modifié à l'appui. Le coût de la modification ne peut pas être supérieur à 50 p. 100 du montant initial prévu dans l'autorisation de tâche (ou au pourcentage prévu dans le contrat pour les modifications). Le coût total spécifié dans le formulaire DND 626, y compris toutes les modifications, ne peut dépasser le plafond de financement mentionné dans le contrat.

Ne s'applique qu'aux contrats de TPSGC

Le présent paragraphe s'applique uniquement aux autorisations de tâche accordées par TPSGC. On inscrira dans le formulaire DND 626 un plafond précis qui ne pourra être approuvé que par le MDN et un pourcentage selon lequel le MDN pourra approuver des modifications au formulaire DND 626 original. Les tâches dont le coût dépasse ces plafonds doivent être soumises à l'autorité contractante de TPSGC pour examen et signature avant qu'on autorise l'entrepreneur à débiter les travaux.

Nota :

Les travaux ne peuvent commencer avant la date de signature de ce formulaire par le responsable du MDN, pour les tâches dont le coût est inférieur au plafond établi par le MDN, et par le MDN et TPSGC pour les tâches dont le coût dépasse le plafond établi par le MDN.

applicant_id	applicant_feedback_rating	applicant_feedback_comments
	5	
	5	
	5	
	3	Les soucis techniques ont entravé quelque peu mon test. Cependant, le soutien technique en temps réel a été très essentiel pour passer cette évaluation et je remercie l'équipe.
	4	Je pense que cela prend un temps d'adaptation quoiqu'on dise pour être soi-même et donner le meilleur de soi. Par-dessus tout, ce fut une bonne expérience pour faire davantage mieux la prochaine fois.
	5	
		Bonjour,
		Je n'ai pas répondu à la question 6 parce que j'ai cliqué par inadvertance sur le bouton j'ai terminé.
		Je ne sais pas comment faire pour donner ma réponse.
		Je voudrais répondre à la question 6.
		Je vous remercie de me contacter pour m'aider à parachever mon entrevue.
	4	
	5	Le processus a été bien expliqué, et toutes les étapes ont été faciles à suivre. Bravo!
	5	Une expérience formidable avec des questions du vécu professionnel du candidat. Je vous remercie pour cette occasion et je vous souhaite une très bonne continuation. Bonne journée à vous toutes et à tous.
	3	
	5	
	5	Outil très pratique pour la réalisation des entrevues
	5	Très agréable à utiliser
	5	i want to succeed
	4	C'est la première fois que je participe à un processus en ligne avec des réponses enregistrées sur vidéo. J'ai beaucoup aimé l'expérience bien qu'il m'a fallu une à deux questions pour me sentir à l'aise. Merci pour l'opportunité d'en savoir plus sur d'autres approches novatrices.
		L'expérience est globalement satisfaisante. J'ai éprouvé quelques difficultés techniques, mais fort heureusement c'était uniquement lors de l'entraînement. Parfois, le système ne franchissait pas l'étape de la configuration et je devais redémarrer l'ordinateur. Parfois, c'est la page de l'évaluation qui ne s'affichait pas, que j'utilise le lien fourni ou que je clique sur Commencer.
		Concernant l'évaluation proprement dite, le temps de 3 minutes qui est alloué à la préparation des réponses est TROP court.
		Dans l'ensemble, je garde une bonne expérience de cette évaluation.
	4	Merci.
	5	J'ai beaucoup apprécié cette plateforme dans le cadre de ce processus de dotation. Très intéressant. Très innovateur. Chapeau!
	4	Nouvelle expérience pour moi ! J'ai bien aimé cette nouvelle manière de nous évaluer j'ai juste rencontré des problèmes avec la soumission de mes réponses aux questions. Après plusieurs tentatives, j'ai finalement réussi
		Je suis une personne tres nerveuse en video et j'ai jamais fait un entrevue comme celui-ci auparavant, mais je suis travailliante et j'aimerais bien travailler pour la Defense National. Un gros merci. Je suis a votre dispositions si vous avez des questions ou si vous avez besoin plus d'information. Bien a vous,
	3	
	5	Excellente plateforme.
	1	The video froze while i was talking i was unable to return and finish it
	5	Super experience
	3	beaucoup d ameliorations peuvent etre faites
		J'ai passé toute la journée (de 8h00 am à 3h00 pm) pour pouvoir résoudre un problème technique (camera ne pouvait pas détecter mon visage) avec le service de support de knockri. J'ai dû faire l'évaluation en fin de journée (même après tant de stress) parce que je ne voulais pas prendre la chance d'attendre la fin de semaine de peur que le support technique soit plus lent.
	3	
	4	Un temps de préparation plus élevé pourrait être donné pour les questions, ou du moins pour les questions qui comprennent plusieurs aspects pour un maximum de 5 min de préparation.
		Ce fut somme toute une belle première expérience. J'aurai préféré avoir l'ensemble des questions avant l'évaluation (avec un temps déterminé) afin de préparer l'ensemble des exemples avant l'enregistrement. Merci et bonne soirée.
	4	Je ne connaissais pas cette plateforme et je la trouve géniale. Très facile à utiliser. Merci et bonne journée.
	5	
	4	Merci
	5	Très interactif
	5	Une belle expérience.
		Merci pour cet exercice d'évaluation. Nous comprenons que la situation actuelle fait en sorte que les évaluations en personne deviennent très difficile, surtout si vous avez un nombre élevé de candidats. Parler avec une machine est un peu bizarre, car nous ne pouvons pas avoir de réaction en temps et lieu, cela cause un peu de stress et on perd nos mots et nos idées. Mais nous comprenons et vous félicitons pour l'outils.
	4	
		Merci pour l'opportunité, c'était une très belle expérience pour moi. j'espère que vous allez très bien et passez une bonne semaine!
	5	Salutations!
		Merci! Excellent interface et facile d'usage!
	5	
	5	Excellent outil et initiative pour évaluation.
		C'est la première fois que j'ai fait une évaluation comme ça, mais je l'ai beaucoup apprécié!
	5	Merci,
		Cette méthode d'évaluation était très novatrice pourvoir.
	4	Malgré la pression et le stress, j'ai trouvé qu'elle était bien
	4	Many thanks for the opportunity to participate in this process!
	5	
	5	
	5	
	5	
	4	
		J'ai aimé la possibilité de s'exercer avant de passer l'évaluation. C'est la première fois que je participe à une telle évaluation, et j'ai trouvé l'exercice d'entraînement très utile. Merci!
	5	
	4	
	4	
	5	
		Le vidéo d'introduction devrait expliquer plus longement le processus et questions. La vidéo des question n'est pas nécessaire - les questions suffiraient

	Bonjour,
	il me semble que le temps alloué pour soumettre les réponses est inférieur à 5 minutes, ce qui ne laisse suffisamment de temps pour fournir une réponse. en plus j'ai je n'ai pas été capable de soumettre mes réponses à la fin de la session, et j'ai dû contacter le service d'aide de
3	Knockri qui m'ont aidé à régler le problème et j'ai pu soumettre mes réponses presque deux heures après. merci
5	Merci beaucoup !
5	
	J'ai eu un problème technique pour une des questions. En appuyant pour répondre la question est passée directement à la suivante. Merci de
3	confirmer que j'ai pu compléter l'entrevue et que cela n'impactera pas mes résultats. Cordialement,
	Le système d'évaluation est quasi parfait, mais j'espère que le logiciel qui évalue les réponses reconnaît toutes les nuances des accents
4	relatifs à la langue française.
4	
	Un peu timide et mal a l'aise au debut mais j'ai vraiment apprecie l'experience. le Fait de voir les videos du recruteur est rassurant, d'ailleurs je
4	pensais qu'il n'y aurait que des questions ecrites.
5	
5	
5	La plateforme fonctionne bien.
4	Bravo pour cet outil nouveau pour passer des évaluations!
5	J'aime beaucoup l'approche.
	Ce fut une belle expérience.
5	Je vous remercie.
	Merci c'est une forme d'évaluation que j'ai bien apprécié! J'étais quand même nerveux dans la présentation de la réponse à la première
4	question, désolé.
	Ce fut très intéressant comme technologie utilisée. Les messages sont claires et faciles à utiliser. La vidéo pratique est très bien préparée à
	cet effet.
4	Merci !
	Je tiens à vous remercier pour l'occasion que vous m'avez offerte, et j'ai apprécié le contexte des questions qui est pertinent.
5	C'était ma première expérience avec ce genre d'outils d'évaluation. Je l'ai trouvé très intéressant et novateur. Par contre, j'étais un peu
	nerveux.... J'ai eu un petit problème de connexion à la fin de l'évaluation mais l'équipe du soutien technique l'a vite réglé. j'ai aimé
	l'expérience. merci!!!
5	
	Une première expérience intéressante! Merci
	-La prise de notes est appréciée. Mais, le stress du décompte peut affecter la concentration. Une bonne pratique est de donner les questions
	en avance (par écrit) et d'avoir un temps pour préparer nos réponses. Chaque candidat serait responsable de bien gérer son temps. Cette
	pratique à l'avantage d'offrir plus de temps pour élaborer les questions qui nécessitent plus de réflexion. Il y a une démarcation claire entre
	l'entrevue et la prise de notes.
	-Dans les entrevues traditionnelles, l'opportunité de retourner sur certaines questions est offerte. C'est une bonne pratique qui peut faire une
4	différence.
	Bonjour,
	J'ai eu des problèmes techniques avec les questions 3 et 7 que je n'ai pas pu complété . est-ce possible de reprendre ces deux questions
1	avant la fin du délai?. Je n'ai pas l'option de revenir en arrière. J'ai envoyé un courriel à cet effet.
5	Ceci était une manière de faire une évaluation intéressante et efficace
	Merci bien pour cette evaluation. J'espere sincerement de pouvoir travailler au sein de l'equipe de Defence Nationale et mettre a contribution
	les experiences et competences acquises
	Je vous remercie.
	ps: desole pour le manque d'accents
4	
5	Merci pour cet exercice qui était fort agréable même si c'est également assez stressant.
	J'aime cette plateforme. Elle permet de me mieux répondre aux questions, surtout pour les personnes qui ne tapent pas rapidement; ne pas
5	oublier les problème d'accents pour les francophones. J'étais réticente à l'idée d'utiliser cette plateforme mais je m'aperçois qu'elle est
	formidable. Toutes mes félicitations à l'équipe qui l'a mise en place!
4	
5	Processus d'évaluation simple, clair et novateur
	Merci pour cette expérience! On n'a pas beaucoup de temps pour préparer nos réponses mais c'était une excellente occasion pour moi de
4	partager les expériences enrichissantes que j'ai vécu au cours des 10 dernières années. Merci!
	C'était un exercice interactif et très intéressant.
	Merci beaucoup de me donner la chance de participer à cette belle initiative.J'espère pouvoir continuer pour vous donner plus de détails sur
4	moi.
4	
4	Tres bien mais tres stressant!!
5	C'est vraiment un bon système pour l'évaluation
4	
	bien que c'est indiqué qu'il est possible de faire le test dans la langue de notre choix. le logiciel ne me permet pas de choisir l'option anglaise.
	Mais avec les questions et le systèmes knockri qui m'apparaît seulement en français, que j'appuie sur le bouton de démarrage en anglais ou
	en français, mon esprit est chamboulé et j'ai de la misère à répondre dans les deux langues officielles puisque mon cerveau ne sait plus sur
	quel pied dansé. Aussi, les temps permis pour répondre
3	réfléchir et répondre aux questions sont trop courts. pas le temps pour tout.
	Défis techniques d'envoi du fichier à la fin et visualisation fréquente du temps peut être source de distraction si on n'a pas beaucoup
3	pratique.
	Le système est très bien élaboré. Il est pratique. Je sais désormais comme il fonctionne. Je ferai mieux la prochaine fois que j'en aurai
5	l'occasion. Merci
5	
5	
5	Merci pour l'opportunité. Cette façon de faire est plutôt révolutionnaire. Bravo
5	C' est un excellent plate-forme pour faire les evaluations. Bonne fin de semaine
4	interessant exercice... merci.
4	Great platform despite some hiccups! Technical support was awesome to address all in a timely fashion!
	I have used other video interview software apps and this one was very good. I would however like to suggest that the button to start be placed
3	in the upper right corner and the one for retake the practice questions below the screen, as I did not start it when I was ready, but as a
	mistake clicking continue.
3	
4	I was a bit nervous at the beginning, there is always room for improvement so I am looking forward to the next step!!

	Thank you for providing the opportunity to take breaks between questions. The timed answer was a bit challenging, but something we need to adapt with the use of new technologies. I actually enjoyed this experience more than regular EX interviews, where candidates are in front of people but they act like cold machines. Through this AI based process at least there are no biases and no stress caused by such machine like interactions with people. Also, thank you for the prompt response I received to a question yesterday - I received it within 5 minutes and that provided me with comfort to prepare for the assessment.
5	
5	
	Great use of technology and the practice videos also settled a lot of nerves. An addition that may prove useful is an audio tracking button being made visible whilst doing the answers - this may help candidates see if their pitch is at the right level so that their words are clear. This will be similar to the audio test at the beginning and maintained through out.
4	
5	
4	
5	Thank you for this opportunity. The assessment process was very user-friendly and professional.
5	
5	
	You should have a platform that is more compatible with the browsers used within various departments. this entire process has created barriers that normally would not exist for most competition and makes me wonder if this entire experiment was done to insult Black public servants.
2	
3	
5	A very nice experience but little confusing at the begining but overall it is very good.
	I want to take the time to thank Anik and the rest of personnel involved in this hiring process. I really appreciated the emails I have received thus far outlining the process and steps involved in this hiring process. It took the guess work and speculation involved in government job application and ultimately had an overall stress-reducing affect. So Kudos to you and your team! I look forward to meeting with some of our senior leaders and hiring managers to further explore alignment between my profile and current opportunities. Best regards,
5	
4	
	The program was finicky at times. I wasn't able to submit and had to re-enter the URL address and thankfully everything was saved so submitting wasn't an issue.
4	
4	
5	
4	
5	Tool was easy to use. Video streaming had no delays. Overall, while it provided a different experience, I found it quite enjoyable.
5	Great platform! User interface is intuitive, and the ease of use helps to alleviate the stress associated with the interview process! :)
4	
5	Really easy to use platform! Well done! (And I enjoyed the fact that Knockri = hindi for job).
	It was an interesting experience. It took some time to get used to, and I was getting more comfortable by the end. The tool itself is great but the competition process itself is very stressful; I was extra anxious by the extra stress from trying on new innovative tool but I am open to trying new technology if this is the way of the future. Thank you.
4	
1	
4	
4	
5	
	This was my first experience with knockri, overall I think it was a good experience. The tutorial was very helpful, instructions were clear. Not sure what is more nerve wracking witting in front of a board or looking at myself in the camera :) i guess in a way it's good for making sure you control facial expressions.
5	
4	innovative tool!
5	This system worked very well and was easy to use.
5	
5	
4	My overall experience was positive.
5	
4	the video for the 2nd practice video did not work for me and threw me off a bit. it would be nice to have more practice videos available.
4	Clear and excellent training on how to use the platform! The training made all the difference. Thank you!
5	Excellent software, very easy to use. Thank you!
	The system you are using is interesting. I would like to understand how it eliminates or reduces biases. As well how does the AI work? Can it deal with accents? Slurred speech, etc?
5	
	Thank you for the opportunity. My camera passed all the tests but unfortunately i had lines across my video when speaking so i am unsure if that is part of the system test or not. I had emailed the support for help too during the assessment and have not heard back yet. If there is a requirement to redo the video please advise as there were no issues with the testing of the camera ability and the audio.
3	
5	
	Good Evening, I was a bit nervous about using this new system to do this kind of interview but I was very impressed by the user friendliness and simplicity. My nervousness was more about the interview than the tool. I am very satisfied by the simplicity of the tool. The only concern that I have is how this AI tool takes away the bias. The AI is as good as the logical that it is provided. I am super hopeful that this AI will take us a step further than where we are now. Thank you for designing this tool and I am very curious of your further success. Please keep me informed as someone who is passionate about fairness and eradicating favoritism and bias. Best Regards,
5	
	The timer didn't work for the practice question 2. I tried to time myself, and found there was no time limit. Since I completed mine on Saturday, there was no tech support. I took a risk to proceed the real assessment. Other than that, it is all good.
4	
4	
5	
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5	
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5	
	My experience was great overall! 1. Given that it is a non-traditional assessment process, it was nice to have clear instructions in the invitation email and at each step. 2. I also appreciated the opportunity of having a guided tour and practice rounds to familiarize myself with the system. 3. It was reassuring to have technical support one click away, though the online interface was flawless (for me).
5	Thank you!
	Thank you for the opportunity to experience this unique assessment style. The practice opportunities and prompts throughout the assessment are very helpful and your platform is very user friendly!
5	
	My experience with the assessment was positive. I found it less stressful, and it gave me time to prepare and answer each question to the best of my ability. I did not feel rushed or stressed throughout the process.
5	
	An innovative way to do the interview process! However, it was difficult to do this interview process on a weekend when there wasn't childcare available and nowhere to run away to conduct the interview due to pandemic restrictions...
3	

5	I felt this was an interesting tool for assessment. Would be lovely if the interviews were completed in the same manner, definitely allows for a relaxed assessment.
4	Interesting format to conduct an interview. I enjoyed doing it.
4	
4	
4	Thank you, it's been a great experience. I apologise if i wasn't sure where to look for better eye contact, so I appreciate for your understanding. I wasn't sure as well if it was best to turn off the camera for a better recording, so thank you in advance for the kind consideration. My feedback to this experience would maybe to include a tip either to look at the camera or the screen to improve our recording experience.
5	This was a very easy to use and interesting way to submit responses to a process. I hope to leverage it in the future myself.
5	Very good experience with this platform! Thank you for the opportunities.
4	5minutes was severely short for responding to Behavioural Competency questions. I would recommend allowing no less than 15 minutes per question.
3	It was a new experience for me and took me time to get used to the system. The time limits create unnecessary added pressure. But I think it presents another assessment option
4	
5	
4	Please move the note taking text box in the upper part as AI will note the eye drifting to the right to glance at the note. If the note taking section was wide as well it will help in reading and keeping focus on the camera.
5	
5	The tutorial session truly helped. Great and interesting platform!
4	Fantastic, innovative platform. Really easy to use and intuitive - the practice runs were very helpful and put you at ease. Great tool!
4	Was some issues submitting my initial responses. However, tech support were responsive and I was able submit successfully.
5	Thank you for this opportunity!
2	The concept is great but overall the technical difficulties throughout made the experience stressful and challenging. If this could be improved, I would recommend video assessments over live interviews moving forward. Ideally this platform should be useable on the common smart phone.
5	
1	I think it would be helpful to provide candidates with the list of questions up front and provide with 30 minutes to review all the questions as oppose to reviewing questions one at time.
3	I appreciate the tool but was not compatible with my laptop and caused unnecessary stress. Please ensure the department outlines the capability long before the exam. Otherwise a great tool! Thanks!!
5	
5	This was an awesome experience. I was quite nervous but it was not as intimidating as I initially thought it would be. Thank you!
5	Great experience, thank you!
5	This is innovative. I liked it.
5	
5	well organized
5	
4	was so very helpful and kind, thank you very much!
4	
2	
5	
5	
5	Very pleased with this innovative assessment process. I will definitely implement similar practices once I join this community!
4	
5	Thank you for this wonderful opportunity to share my story with you and all the ways that I believe that I can contribute to the Defence Team in an exciting and new way. I'd also like to thank HR colleagues for their timely responses to my questions on the process, it was very much appreciated!
5	It is different but very well explained. It feels strange to have nobody to interact with and in a certain way it is more stressful but I liked the clear explanations and the opportunity to have a practice run.
5	
5	
5	
3	I experienced multiple technical difficulties, however your HelpDesk was extremely helpful and patient. He not only found the underlying problem but was able to find a solution and was very patient and kind. This went a long way and was much appreciated.
5	
5	I mistakenly click done on the last question before submitting my video answer. There was no way to fix this mistaken on my part.
	I am providing my intended answer here:
5	thanks.
5	Taxing but exciting interview!
5	Taxing but exciting interview!
5	
5	
5	This was the first time experiencing this process. It was very easy and straight forward. Such a good experience.
3	A new unproven method. It could have been better if this was simultaneously tested with in-person interview to give a better understanding on usefulness of this system. Technical experience of using this was fairly good.
3	
5	
4	This was a great experience, I found that the looking back at yourself option really allowed for an adjustment in posture and confidence during the process. Great job!
4	Once figuring out my technical glitch, the instructions were seamless.
5	
5	The system was very easy to use.
4	Thank you for the opportunity, it's very appreciated.
5	This was an awesome way of conducting the test. I hope that there are others that follow. Thank you
5	
5	Thanks - it was a pretty positive experience despite the short prep time (received instructions on Thursday afternoon, had Friday - Sunday to complete) and being at home with - it was hard to find the time but I managed alright! Thanks again!
4	I think it went well. I think I would have loved an opportunity to re-do some questions, but apart from that I can't complain. Thank you for the opportunity and hope to hear from you soon.

5	This was a wonderful experience! I am pleased that DND opted to try this new, innovative assessment method, which is a nice change from what I have been used to. I hope to continue to the next phase of the selection process and join DND's Executive Team. Thank you!
4	
	Hi, I tried several times to submit it but at the end i think it worked. Overall assessment experience was great, in the beginning i was little bite unfamiliar with the camera (like talking to my self) but after completing 2 to 3 question i think i felt normal with stress ! Thank you and have a great day
5	
	I found this to be a very unique and innovative screening tool and appreciate the opportunity to participate, thank you!
5	
5	The overall assessment was brilliant. Thank you
5	
5	Thank you for the opportunity!
5	
3	i found it challenging in a sense. i have done a written KLC assessment and found them to be less intimidating. overall, i liked the experience
4	I enjoyed the overall experience, the software was very easy to understand and the process flow was great. I feel like the lack of human interaction is a bit of a missed opportunity. I understand that it may help some people who are nervous and reduce biases but for me, I feel like I'm able to pick up on cues from interviewers, even in a informal assessment setting, from their body language and see what peaked their interests so that I can expand further on that. A person interacting can offer positive reinforcement as well and without it I feel like my thoughts were bouncing around in an echo chamber and just reinforcing the less positive thoughts like nervousness or self doubt. Otherwise, It was a lot of fun.
5	
4	This was a really interesting way to be assessed and I would gladly do it again. I appreciated the test run and that we could do it a few times to warm up and to get a handle on the technology. I also appreciated the questions were written out at the bottom. I think 4 to 5 mins should be allowed to craft one's answers.
5	
5	Loved the questions!
4	it would have been great if we could have paused the recording when we lost our train of thought or made a mistake. also, the time to complete this and the fact that the 11:59pm UTC is like 7pm EST, is problematic. most government exams and competitions give the time in PST or EST, something that people are more familiar with. I initially thought i had until midnight to complete it and only realized afterwards it was 7pm EST.
4	
4	
5	
4	Very good video assessment experience.
4	It was a bit disconcerting because it was not clear what this interview was going to be about although I gathered that it was to assess the EX competencies. Also, since this is a fairly new process, it takes some getting used to speaking to the camera (which some of us are terrible at!).
4	Thank you for the experience.
2	Though the technology was good and smooth, I would request a limited option of reviewing answers before submitting them
5	Very interesting process - I learned a lot about digital assessments and how to leverage AI/Machine Learning for talent acquisition. I'm really impressed that the DND would engage in such an innovative process and applaud you for taking initiative to use a global experience like the pandemic to improve your own hiring processes. As an aside, I love that you used a Canadian start-up to facilitate this process - the power of state procurement in supporting Canada's start-ups is so powerful and it's really great to see the DND using their buying power in this way.
5	This was a unique but well used tool to conduct interviews. Thanks!
5	Very much enjoyed the interface and opportunity to participate in this process. Very professionally conducted and liked the technology and innovation. I hope my answers were adequate and look forward to hearing from you. Take care and be safe.
5	Amazing platform! The practice session was super helpful.
5	
3	The lack of eye contact with a person was greatly impacting my performance causing me to lose focus and my train of thought.
5	
2	I faced huge technical difficulties during and after assessment and all my recorded videos were erased :(I am very disappointed.. But they gave me chance to redo it ... but again after the second time, the videos were not being uploaded in technical team did an awesome job to recover them and upload them through a cell phone data kudos to him! but I personally suffered a lot over 24 hours for doing this assessment 2 times.... I recommend for future assessment tell in advance to candidates that such a thing may happen so they dont panic and be ready before hand if we had not cellular data tonight, perhaps I had lost even all videos of tonight like last night
2	So my 2 star is to the system and assessment as a whole.. but I would give 5 star to _____ job!
4	
5	I enjoyed the fact that the candidate is provided time to prepare and time to respond. The process is well done. I enjoyed it. Thank you...
5	This is great.I know some are intimidated in front of the camera, but this takes me back to a wonderful time in life.
	Received absolutely excellent customer service from support technician _____ He was a wonderfully patient and good guide throughout the tech support process.
5	Thank you so much!
5	
4	Although I was nervous, the process was simple and easy to use. The training videos provided excellent insight and did make me feel somewhat at ease.
	Thank you for the privilege of participating in this innovative process. I look forward to an opportunity to further discuss my application and my interest in pursuing an Executive Management career within the Department of Defence by contributing to advancing the priorities of the organization and the Government of Canada as a whole.
5	
5	
4	
5	Wonderful platform. Thank you for arranging this interview.
4	
5	
3	The process was great right up to the point of submission. I required a reset from Knockri tech support to re-set and resubmit. Support was fast and the submission went smoothly after the re-set
	Great tool for online assessment!! It made everything seem natural and interactive. I would recommend, however, a few improvements for considerations. I would enlarge the countdown clock as well as the the work areas (question and notes) to help candidate read them better.
5	Thank you.

	My overall assessment was very stressful as I encountered a lot of technical difficulties from beginning to end. I had trouble accessing the assessment on the first day. The video clips did not play at all, not even today. I had to rely only on the text appearing. This journey began 2 days ago and my first assessment - all of the data was lost. Nonetheless, I learned a lot about being at the mercy of technology and software developers and computer technicians. Thank you to who helped make this process less stressful and gave me the courage to go through it all. Thank you everyone in support.
3	
4	Its a new experience. More practice sessions will assist candidates to perform better.
4	Found that 5 minutes wasn't a lot of time.
4	I was not given a chance to answer question #2. I would like the opportunity to answer the question if that is all possible, please.
5	
5	great communication and services from the Help Desk Team!
5	Very user friendly interface for this web platform.
5	Thank you! That was relatively painless. The presenter on video was quite pleasant and just lovely to watch and listen to!
5	Thank you.
5	
5	Excellent method of assessment: It allows great flexibility.
5	
5	I strongly welcome the initiative. It was an awesome experience
5	
5	I thoroughly enjoyed this experience - it was a first time for me. In a rapidly changing technological landscape, this is a very refreshing progress, particularly for the Government of Canada. Superb initiative!
5	
4	
2	
4	
4	
4	
	The evaluation company's software did not run on my Govt of Canada laptop despite the fact I tried launching it on Google Chrome, restarted laptop etc a few times. Eventually I had to give this video interview using my mobile phone which was not convenient at all. Finally when I completed all recordings, the page went blank. It has not been a positive experience going through this process and this is the accurate feedback. Thank you.
1	
5	
5	
	I loved the concept of this application as it minimize unconscious bias and provide opportunity for more objective assessment of candidates skills and competencies. I like the pre-work and demo which was really helpful. I would recommend this technology in hiring workplaces.
5	Thank you!
4	
	I finished the online assessment but noticed after answering the last question the platform went blank on me. Also, the videos did not work for me during the assessment but i was able to see last video from Anik. Apart from that, it was a very positive experience with Knockri and thanks once again
5	
5	Very innovative and engaging candidate assessment method, especially in COVID times.
4	
	Thank you for the opportunity to participate in this process. This was the first time I participated in an AI powered digital assessment process. As such, I remain interested to know the outcome of this new and innovative assessment process. Thanks again!
5	I think this went great as it was my first video assessment.
3	It was an unconventional way of interviewing, it felt very odd talking to myself. Plus I had some technical issues which added to my frustration I did not like the format at all. It created (unnecessary) pressure, there was no ability to pause the process after the question to draft a more fulsome response, nor could I redo a section of filming if I made a mistake or had to look away from the screen. And the fact that I did not have the questions before-hand meant that I had to think of a scenario and draft a response very quickly. If possible, I would recommend allowing candidates to pause questions and redo filming. Please consider sending the questions ahead of time as the answers are not binary and candidates would benefit from time to digest the information.
1	
	This is the first time that I have been a part of such innovative assessment practice and honestly, I love it. The interface is a quick study and was simple-to-use. My only suggestion for the team is to provide an actual 'countdown timer' at the top of the page where you would be able to see it, so that I would be more aware of the time that's left. I get so involved in answering the interview questions that sometimes I forget seeing the timer at the bottom of the video screen and lose time. Do you know what I mean? It's my own personal preference anyway. Thank you once again for all your work. 5 Stars all the way! Kindest Regards -
5	
5	Very effective! I very much enjoyed the seamless execution of the virtual interview and process.
	I am not at my best in these situations (online interviews) however this is the new normal and I will become accustomed to it. I do hope to move forward in this process so that I can demonstrate my value and contributions in a more successful manner.
3	
	It was an interesting experience, it forced me to respond spontaneously and revealed how I naturally think. I am not sure how the evaluation will actually be assessed and did have concerns on my info being stored in the US, but since it wasn't any confidential or personal matter, was comfortable with this format at the end.
5	
5	
	Very innovative approach to recruitment and selection. It was somewhat uncomfortable at first because this was my first experience with this software, but I felt more relaxed after answering a few questions. I didn't have the opportunity to record my practice question and I'm not sure if that was a glitch in the system or not. Either way it would have been nice to record a practice response with the video, especially with the timer running. Merci beaucoup!
4	
5	
5	I really liked the format and I think the questions were very straightforward.
	User friendly platform
5	Great supportive features such as the timer and notes section
	This was a very innovative approach on assessing! I really liked the dynamics and see this as a successful process for future use.
	However, I did encounter a technical issue where the system did crash on question 5 and that I had to use another device to get it up and running again. Nonetheless, excellent experience and I thank you for the opportunity!
5	
5	Very great tools. Easy to use, fast and reliable.
4	
	While my internet connection is fine, I did lose my connection to the knockri site once during the assessment. Also, I wish I can have more time to prepare for the assessment. I received the notification of this assessment on a Friday which I have to work and also I have other family commitments on Saturday evening and Sunday Monday. So I ended up having only half a day on Saturday to prepare mentally for the assessment and have rush through the assessment a bit on late Sunday afternoon.
4	
5	

	Dear DND Recruitment Team,
	I'm so grateful and inspired by how effective and efficient your team is running the EX-01 Visible Minority Recruitment Process -- at this time of greater uncertainty.
	Your leadership in promoting diversity in DND Executive team is greatly appreciated.
	I look forward to further discussion with you on this great opportunity. I strongly believe I have a lot to offer to contribute to DND's mission and mandate and the journey to success!
5	Best regards,
5	
5	Thank you for the opportunity to participate in the video interview. this is the first time is the see the opportunity geared towards visible minority and it is the first time I am participating in the video assessment. I am glad DND recognize the diverse workforce and took opportunity to diversify the executive team. Given the current COVID-19 pandemic, I find the video assessment was well structured. Again, Thank you for the opportunity to participate in the video interview.
5	Hello,
	I would like to say this is the first virtual recorded interview I have completed. The idea not only provides candidates time to prepare at the own leisure, it is also a new approach.
	It is great to see how other departments use technology for their assessments process and I do feel this is the future.
5	Thank you.
5	This is a great innovative way for assessment. Thank you for the opportunity.
4	Interesting way to assess.
	Thank you for the opportunity to participate. One suggestion would be make it clearer that the practice questions are indeed practice questions. At one point, it was not clear to me whether the second practice question was either a practice question or a "real" question.
4	Thanks again.
5	
5	Thanks for the opportunity, it was a great experience and an innovative strategy to conduct interviews.
2	
4	Overall a very pleasant experience if not for the temporary technical interruption / delay with the system.
5	I noticed if I placed my tablet on the laptop keyboard, the audio of the recording changed upon play back.
3	fantastic tool!
3	
4	This was nice. Probably the best I've had in terms of online interviews. :)
1	
4	Thank you for the practice time. Your software is very intuitive
	Thank you for giving me the opportunity to participate in this novel AI assessment process. The audio and video quality was great. Since this is the first time I will participating in an AI interview process, I intend to study how the process works in order to better understand and leverage its use in future policy and decision making processes.
5	I was curious about the assessment but I enjoyed the experience overall and i would do it again so thank you :)
4	
	Thank you for the opportunity to compete for this position.
5	
5	This was my very first video Assessment ever. I believe that a face to face assessment will be more valuable. But also the Video Assessment approach is good.
5	
4	
4	Nice to meet you Anik. Great platform - the first question is always a bit rought :)
5	
5	Minor initial technical issues, but addressed promptly by the tech support team. The tool allowed me to attend to KUDOS!
5	Thank you for this opportunity.
5	
4	
5	
	Bonjour,
	J'ai été très heureux de participer à cette évaluation. J'ai bien aimé la formule qui est d'ailleurs très adapté au contexte actuel de Covid-19. A ma première soumission, mon écran est devenu blanc et j'étais sûr que quelque chose n'allait pas. Heureusement vous m'avez envoyé cet email de rappel.
	Après ma sollicitation, j'ai, très vite été guidé. Vous avez une équipe très professionnelle. Bravo !
	Cependant, dans ma première réponse, j'ai omis de dire ouvertement que c'est un réel plaisir et un honneur de travailler au niveau du Ministère de la Défense Nationale qui se trouve être le plus gros employeur avec le plus grand budget du gouvernement canadien.
5	Merci de votre attention.
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5	Une approche innovante pour évaluer les candidats, félicitations !
	Apart from the pressure associated with any interview, I think the assessment provides ample time to prepare and answer all questions.
4	Thank you!
	Please not there was one question that there was a technical issue where I was not able to provide my full response. I wish I had more than 3 minutes to prepare for my responses. Thank you!
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5	Tres bien, super genial plateforme. C'etait tres agreable et pratique. Je suis seduit. Merci.
	They were very fair questions. I will be interested to better understand how the assessment process works as this is the first time I work with a digital-based assessment. Looking forward to the feedback and thank you again.
4	